



Investor Day 2011

Pawtucket, RI • November 9



Debbie Hancock

Vice President, Investor Relations

During the course of this meeting, members of Hasbro management may make forward-looking statements concerning management's expectations, goals, objectives and similar matters, which are subject to risks and uncertainties. These forward-looking statements include expectations concerning the Company's future products and financial performance, including expectations for its revenues and EPS in 2011 and 2012, future entertainment releases, as well as the Company's medium-term objectives. There are many factors that could cause actual results and experience to differ materially from the anticipated results or other expectations expressed in a forward-looking statement, including consumer and retailer interest in and acceptance of our products and product lines, changes in marketing and business strategies as well as future global economic conditions. Some of those factors are set forth in the Company's Annual Reports on Form 10-K, in the Company's Quarterly Reports on Form 10-Q, in the Company's Current Reports on Form 8-K and in the Company's other public disclosures. All attendees should review such factors together with any forward-looking statements made at this meeting. The Company undertakes no obligation to make any revisions to the forward-looking statements contained in this presentation or made during this meeting to update them to reflect events or circumstances occurring after the date of this meeting.



**INVESTOR
DAY 2011**



Brian Goldner

President and Chief Executive Officer

Today's Mission

To clearly define Hasbro's
Branded Play Strategy and
show how it is creating
long-term shareholder value



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Hasbro's Branded Play Strategy

- **Innovating** across all elements of the brand blueprint
- A **relentlessly repeatable** and effective global strategy
- Creating **brand value** around the world



Today we will take you through the building blocks of our strategy



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Today's Agenda

Strategic Overview

Games: Re-invention



Eric Nyman
Global Brand Leader, Boy's & Gaming

Television Update



David Hargreaves
Chief Operating Officer

International Business
Update



Wiebe Tinga President, Asia Pacific and
Latin America Sales & Marketing
Mark Hoijtink, General Manager, Northern European Region

Lunch Break

2012 Outlook



Brian Goldner
President and Chief Executive Officer

2012 Revenue Drivers



John Frascotti
Chief Marketing Officer

Financial Overview and
2012 Outlook

Deb Thomas Chief Financial Officer

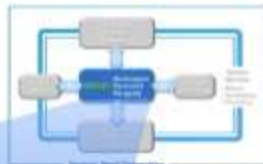
Q&A

Brian, Deb & David



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It Starts with Our Brands!



BRAND: Re-Imagine
Re-Invent
Re-Ignite

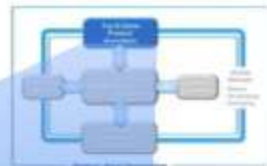


- We are **great brand builders**
- We are exploring and developing consumer insights that work globally and **drive the brand story** and **strategic brand plan**
- Beginning to unlock the **full potential** of our brands globally



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Toys and Games Innovation



- **Inspired** by global consumer insights
 - Nerf: Your mom says you can't. Nerf says you CAN
 - Monopoly: Own it ALL

MONOPOLY

- **Driven** by product innovation
 - Nerf: Vortex - Blaster play to the next level
 - Monopoly: Electronic Banking

- Surrounded by **immersive experiences** whenever and wherever the consumer wants



- Nerf Nation
- Monopoly McDonald's
- Executed in **partnership** with global retailers
 - 2 billion retail trips a week at 500,000 worldwide retail establishments
 - Growing online business

Toy & Game Product Innovation



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Revenues

Our Brand-driven strategy delivers...



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Earnings

Our brand-driven strategy creates long-term shareholder value



*Fully diluted



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2011 Guidance



“We continue to expect to deliver meaningful growth in both revenues and EPS for the full-year 2011 vs. our 2010 reported full-year results.”



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Our Branded Play Strategy is Working...

Toy & Game
Product
Innovation



Hasbro Brands
Revenues (\$B)



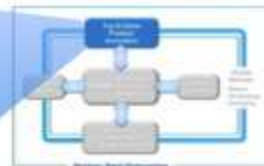
Hasbro Brands
Operating Profit (\$M)



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Strategic Brand Partnerships are Also Working...

Toy & Game
Product
Innovation



Strategic Partner
Brands Revenue (\$B)



Strategic Partner
Brands Operating Profit (\$M)



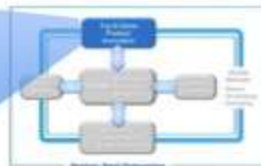
All licenses
including:



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Hasbro Entertainment-Based Properties Drive Sales

Toy & Game
Product
Innovation



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Our Mantra for All Our Brands

Re-Imagine, Re-Invent, Re-Ignite

IMAGINE, INVENT, IGNITE

Toy & Game
Product
Innovation



Created almost
10 years ago

Doubled in
size in 2010

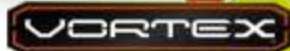
Now available
in 74 countries



More than tripled the
business in 5 years

Driving new
innovation in 2011
with Nerf Vortex and
Super Soaker

Now available in 75
countries



Completely
re-imagined the brand
across all elements

Sales are up
significantly since
program launched
Sold in 71 countries



Creating a global year
round business,
featuring all Sesame
Street characters

Let's Rock Elmo
one of the hottest toys
of the year



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Toy & Game Product Innovation



Toy & Game Product Innovation

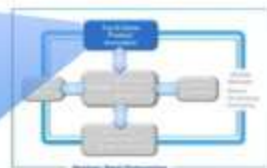
G A M E S



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Games and Puzzles

Toy & Game
Product
Innovation



2001

Games: **+1.9% CAGR**

Puzzles: **-3.9% CAGR**

Total Games & Puzzles: **+1.7% CAGR**

2010

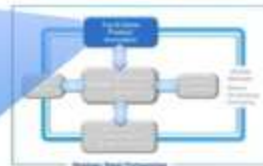
**Global Gaming Center of Excellence created to
accelerate our pace of innovation and growth**

Our Mantra for All Our Brands

Re-Imagine, Re-Invent, Re-Ignite

IMAGINE, INVENT, IGNITE

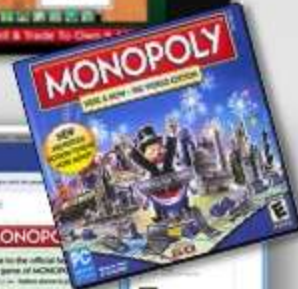
Toy & Game
Product
Innovation



Every word's a WINNER.
SCRABBLE



MONOPOLY



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**Wizards of the Coast is a tremendous example
of Hasbro reinventing a games business**

- In 2007, the business was challenging and we appointed new leadership.
- New strategies were put in place:
 - Integrated Digital and Analog product and marketing plans
 - New focus on face to face gaming experiences
 - Increased innovation, creativity and storytelling
- The new leadership combined with new talent and key existing employees drove this business

2008 - 2010 Magic: The Gathering revenue almost doubled



Everyone Everywhere is Gaming



Our Past...

Toy & Game
Product
Innovation



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Mission: From “Games” to “Gaming”

Toy & Game Product Innovation



Games



Gaming

Family	+
Singular play experience	+
Often on a board	+
One purchase	+
Connecting	+

Consumers of all ages
Multi-play experiences
On and off the board
Multiple analog/digital experiences
Intense competition

Hasbro's Digital Media & Lifestyle Licensing

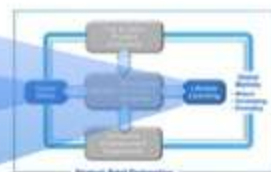


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Hasbro's Digital Media & Lifestyle Licensing

Digital
Media

Lifestyle
Licensing



Revenues (\$M)

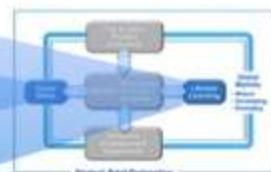


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Hasbro's Digital Media & Lifestyle Licensing

Digital
Media

Lifestyle
Licensing



2010



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Global Licensing

Top 125 Licensor Report – 2010

Global Licensing Retail Sales 2010: \$147B*

Digital
Media

Lifestyle
Licensing



2010 Global
Retail Sales: **

\$3.7B

- It's a **significant** opportunity
- **Driving revenue** at the local level
- Licensing leadership team now **fully in place**
 - 30 new people in 10 markets
 - New hires in China, Russia, Poland, Mexico
- Focused on **Apparel, Home** and **Publishing**
- Global distribution of our TV shows is **core** to growing our licensing revenues

*The Licensing Letter

**Hasbro data include entertainment and in-licensed toy revenues



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Global Digital Media Industry

Global Digital Media Retail Sales 2010: \$41.0B

Digital
Media

Lifestyle
Licensing



- Industry recognizes that **brands** are the most powerful path to success
- Our brands are playing in:
 - Console gaming, mobile gaming, social gaming, lottery tickets, slot machines, Kindle & iPad
- 2012: Two big entertainment initiatives
 - **Battleship**
 - **Transformers: Fall of Cybertron**
- MMOG: Transformers 2012 and Beyond
 - China: NetDragon
 - Western World: Jagex



ACTIVISION



JAGEX
GAMES STUDIO

WIVIS
MAX YOUR EDGE

IGT

SG
SCIENTIFIC GAMES



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Immersive Entertainment Experiences



**Immersive
Entertainment
Experiences**



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Immersive Entertainment Experiences

Immersive Entertainment Experiences



Hasbro brands everywhere and at any time consumers and audiences want

Online



Apps



Promotions



Carnival



Theme Park



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Immersive Entertainment Experiences



Immersive Entertainment Experiences

T E L E V I S I O N



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**Immersive
Entertainment
Experiences**



Ahead of plan in international sales

**We currently have over 40 deals in 142 countries:
95% Europe, 100% Latin America, 74% Asia Pacific**

Majority of markets signed up for three or more TV series



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Immersive
Entertainment
Experiences



International Performance



United Kingdom

Transformers Prime

- Show performance:
#1 show on Cartoon Network



Canada

My Little Pony

- Show performance:
#1 show on Treehouse



Germany

The Adventures of Chuck & Friends

- Show performance: **40.4%**
market share on Super RTL

PRODUCT SALES UP



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The HUB

Immersive
Entertainment
Experiences



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One Year From Launch:

Immersive
Entertainment
Experiences



- October 2011 was the Hub's **best month ever** in total day among Kids (2–11)
- The Hub has **improved** the Kid (2–11) total day delivery vs. Discovery Kids by **211%**



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Immersive Entertainment Experiences



Immersive Entertainment Experiences

M O T I O N P I C T U R E S



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2012

BATTLESHIP

International: April; US: May

GI. JOE

RETALIATION

June 29



2013 & Beyond

STRETCH ARMSTRONG

RISK

**CANDY
LAND**



CLUE

MONOPOLY

Ouija®

MICRONAUTS
THEY CAME FROM INNER SPACE

SEQUELS

IRON MAN





THOR

**THE AMAZING
SPIDER-MAN**

Movies: International Box Office is Growing

Immersive
Entertainment
Experiences



	2006	2010	Percentage Growth
Global Box Office: All Movies	\$25.8 B	\$31.8 B	23%
 United States	\$9.2 B	\$10.4 B	13%
 China	\$335.5 M	\$1.5 B	347%
 Russia	\$412 M	\$1.1 B	167%
 Brazil	\$324.6 M	\$595 M	83%

Movies: International Box Office is Growing

Immersive
Entertainment
Experiences



**TRANS
FORMERS**



China



Russia



Brazil

2007	Transformers	\$37,218,823	\$15,138,081	\$7,809,715
2009	Transformers: Revenge of the Fallen	\$65,837,290	\$18,170,854	\$9,560,181
2011	Transformers: Dark of the Moon	\$145,542,469	\$45,129,718	\$22,312,673

Movies: International Box Office is Growing

Immersive
Entertainment
Experiences



Transformers

Transformers 1 (2007)

Transformers 2 (2009)

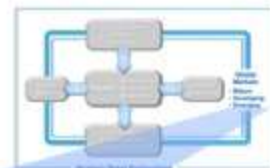
Transformers 3 (2011)

Domestic	\$319,246,193	\$402,111,870	\$351,418,946
International	\$390,463,587	\$434,191,823	\$766,143,787
Total	\$709,709,780	\$836,303,693	\$1,117,562,733



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Global Markets



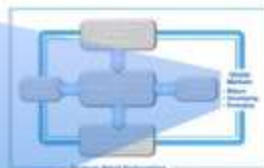
Global Markets

- Mature
- Developing
- Emerging

Taking Our Brands Around the World

Global Markets

- Mature
- Developing
- Emerging



- Today, Hasbro operates in **123 countries**
- Opened **8** new markets since 2006
 - Peru
 - Colombia
 - Brazil
 - Russia
 - Czech Republic
 - Romania
 - Korea
 - China
- Added 230 people since 2006 including 177 in these new markets

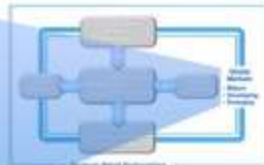


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Taking Our Brands Around the World

Global Markets

- Mature
- Developing
- Emerging



	Mature Markets	Emerging Markets
Revenues	CAGR approximately 3-5%	CAGR +10% or more, which is above medium-term objective
Operating Margins	Operating margins continue to be strong and we continue to expect that we will deliver in excess of our medium-term goals of 15%	Moderately profitable today and potential for operating margins in high single digits by 2014

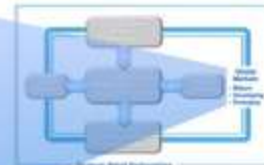


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Global Traditional Toys/Games Industry

Global Markets

- Mature
- Developing
- Emerging



Global Traditional Toys/Games Retail Sales 2010: \$83.3B (+4.7%)

Regional Toy/Game Retail Sales (\$B)



Market Share 2010



USA	13.2%
Western Europe	7.8%
Mexico & Brazil	8.3%
Global (estimate)	6.2%

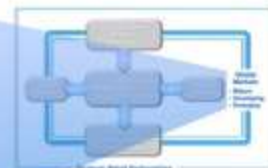
- Driving for our fair share
- Room to grow



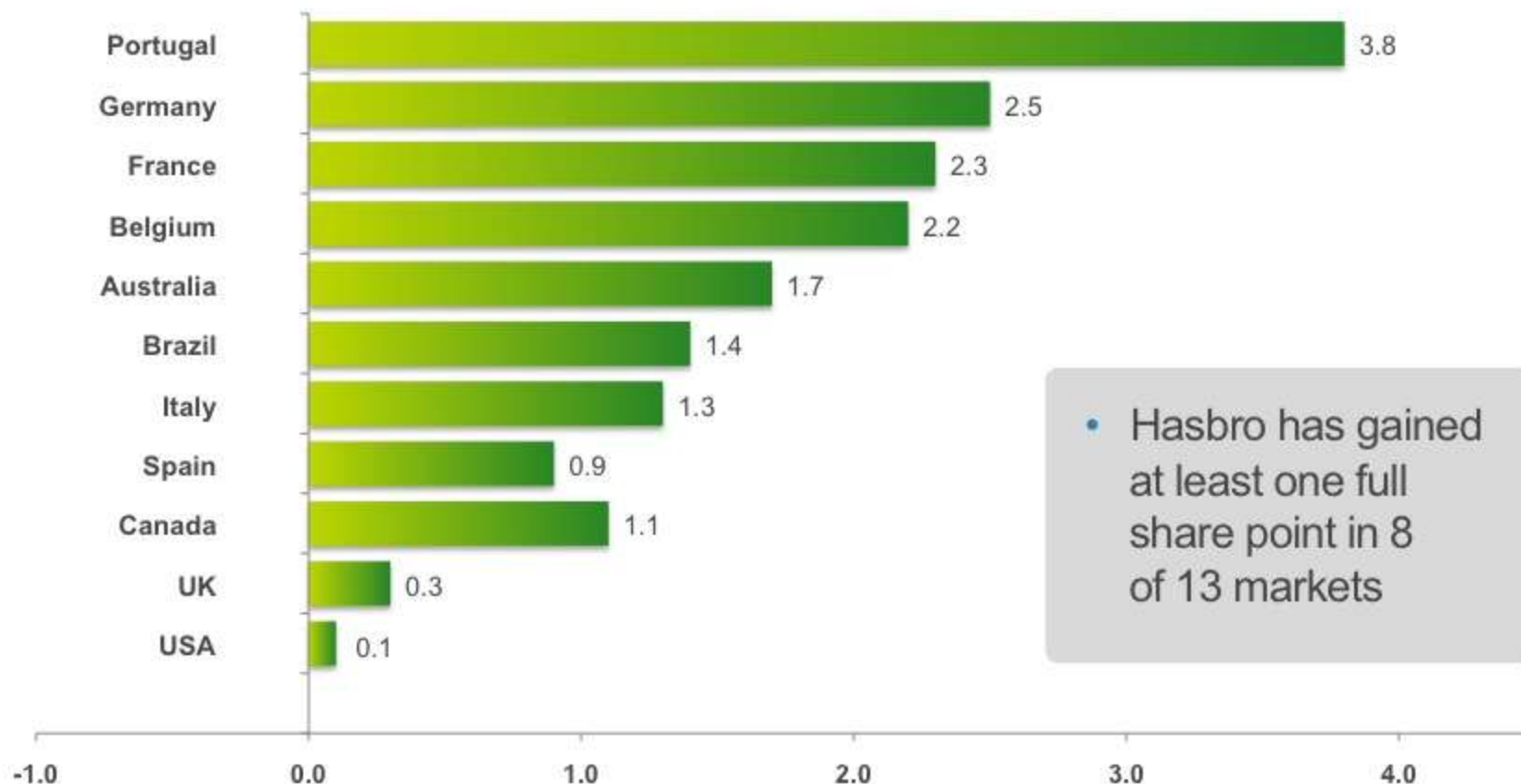
We have momentum...

Global Markets

- Mature
- Developing
- Emerging



Hasbro Share Change Through September 2011



Source: NPD, Nielsen (Canada), SIM (Brazil). Year To Date through September, except Poland (July) and Canada (June)



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Hasbro's Investments for Long-Term Growth

To create **long-term shareholder value** we have been **investing** in our branded play strategy to powerfully grow our business around the world



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Hasbro's Investments



	2006	2010	2006-10 Total Growth	2006-10 CAGR
Net Revenues	\$3,151	\$4,002	27%	6%
Product Development % of Net Revenues	\$171 5.4%	\$201 5.0%	18%	4%
<ul style="list-style-type: none"> Roughly half of the product development cost increase from 2006 reflects investments for Emerging Markets and Entertainment & Licensing The remaining half of the increase was to drive product innovation globally 				
SD&A % of Net Revenues	\$682 21.6%	\$781 19.5%	15%	3%
<ul style="list-style-type: none"> 66% of SD&A increase was due to investments in emerging markets and Entertainment & Licensing 				



Hasbro's Investments



	2006	2010	2006-10 Total Growth	2006-10 CAGR
Net Revenues	\$3,151	\$4,002	27%	6%
Operating Profit <small>% of Net Revenues</small>	\$376 11.9%	\$588 14.7%	56%	12%
Net Earnings <small>% of Net Revenues</small>	\$230 7%	\$398 10%	73%	15%
Earnings Per Share <small>(Fully Diluted)</small>	\$1.29	\$2.74	112%	21%

- Despite our continued investments in emerging markets and Entertainment & Licensing, **we are delivering strong growth** in Operating Profit, Net Revenues and Earnings Per Share from 2006 levels
- As these investments begin to **generate growth** we expect **an even stronger bottom line performance**



2011 Marked the Apex of Our Incremental Spending



Hasbro Studios
Team Staffed



Hub Network Up
and Running



Global Licensing
Team Staffed



Emerging Markets
Expansion
Investment Slowing



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Hasbro's Medium-Term Objectives



Revenue growth CAGR 5%
or better over time

Operating margin improvement
to better than 15%

Generate operating cash in the
amount of \$500 million on average



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- Strategy remains **strong** and **focused**
- Our brands **resonate globally**
- The investments we've made will be **leveraged** to deliver **strong results**
- We are **creating long-term shareholder value**





Eric Nyman

SVP, Global Brand Leader Boys & Gaming Business



Game Plan

10 Strategic Objectives

Game play is important for families

89%

of parents agree
that play
encourages
their child's
imagination
and creativity.

73%

of kids would
rather play with
their parents than
watch TV.



Game play is Connection and Competition

Mission: From “Games” to “Gaming”



Games



Gaming

Family



Consumers of all ages

Singular play experience



Multi-play experience

Often on a board



Often off the board

One purchase



Multiple analog/digital experiences

Connecting



Intense competition

Objective

1

Organize the Business Around Consumer Groups



Preschool Gaming

"Fun, Play, Win!"

Ages
3-5



Boys Gaming

"I am the Hero"

Ages
6-10



Girls Gaming

*"Fun With
My Friends"*

Ages
6-10



Teen Gaming

*"My Game
to Win"*

Ages
10-16



Family Gaming

*"Get Together
and Game On!"*

E for
Everyone



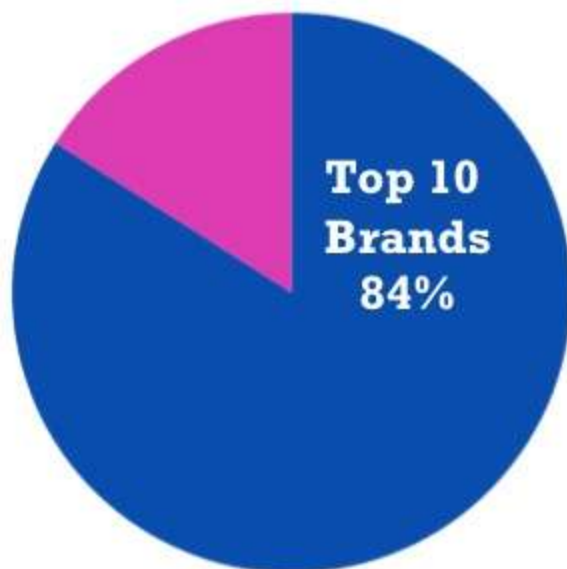
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Audio Only

Drive 10 Gaming Megabrands

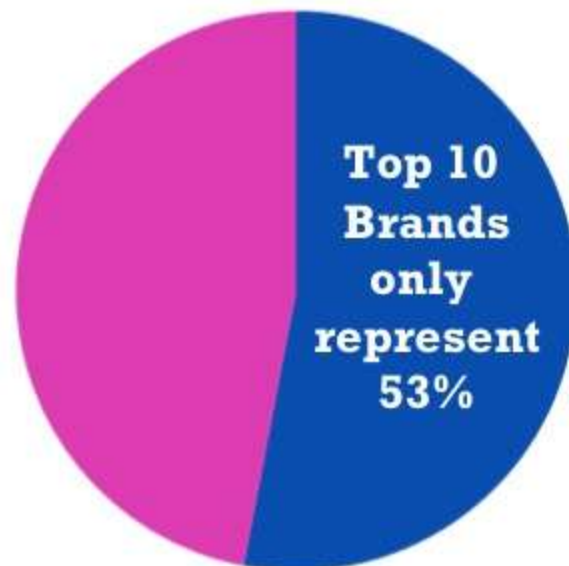
Toy



Top 10 Toy
Brands Drive
over 84% of the
2010 business
versus Top 10
Gaming brands
which represent
53%



Gaming





Audio Only

Objective

3

Hasbro will be THE innovation leader
delivering new ways to game and new gaming experiences.

Connect 4 Launchers



Bop it XT



Fall 2011 Off the Board Gaming
Fast, Competitive Play!



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Audio Only

1. License



ACTIVISION®

- Focus licensing on videogames
- Online
- Social
- Mobile

2. Partnerships



Transformers launching with two Virtual Worlds

3. Hasbro Developed



Objective

4

Drive Our Brands in Digital Gaming

Reaching the Family Console Audience



Tracking as one of the top movie games of the year

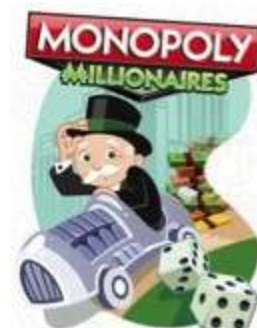


Continuing to innovate in year 4



Taking advantage of Kinect motion technology

Spreading to all Mobile & Social platforms to reach a broad audience



Over 1 Million Daily Players!



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Objective

4

Drive Our Brands in Digital Gaming

Launching in Western Markets



JAGEX
GAMES STUDIO



Leading MMO developer
Free-to-play game with MTX/
subscriptions

Launching in China



Leading MMO developer in China
Free-to-play game with MTX



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Objective

4

Drive Our Brands in Digital Gaming

Console
Gaming

Social/Mobile
Gaming

Zapped
Gaming

Lazer
Tag



TRANSFORMERS
UNIVERSE



Coming Toy
Fair- 2012!



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Objective

5

REINVENT RETAIL with our Retail Partners



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Objective

5

Reinvent Retail with Our Retail Partners

1. Consumer Focused Segments
2. Featuring Games of the Month
3. Retail-tainment Dioramas & Entertainment



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Movies



CANDY LAND

Risk

CLUE

Ouija

MONOPOLY

TV Shows



Casino Gaming



Cruise Lines



Objective

7

Reinvent our marketing creating a cooler, more relevant call to action for kids

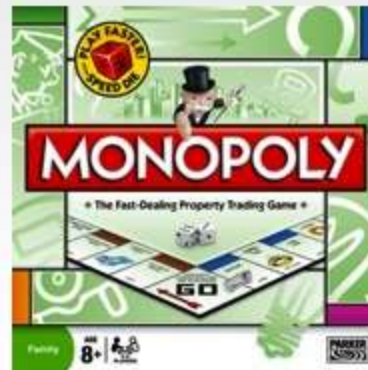
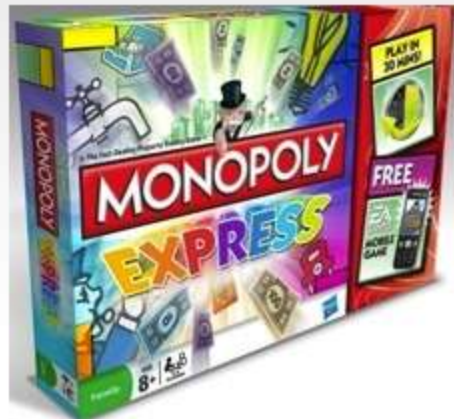


Music Partnerships



TV Commercials

Build multi-price point product line
Different experiences, different price points
to deliver consistent retail margin



Make Gaming Brands More Pop Culture Cool Through Licensing



NEW

- › Marketing organization
- › Development organization
- › Ad agency team
- › U.S. media buying agency



Summary



- Objective 1** Organize the business around consumer groups
- Objective 2** Drive 10 gaming megabrands
- Objective 3** Hasbro will be THE innovation leader
- Objective 4** Drive our brands in digital gaming
- Objective 5** Reinvent retail with our retail partners
- Objective 6** Created branded entertainment
- Objective 7** Reinvent our marketing creating a cooler, more relevant call to action for kids
- Objective 8** Readjust value proposition
- Objective 9** Make gaming brands more pop culture cool through licensing
- Objective 10** Create a Gaming Center of Excellence



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David Hargreaves

Chief Operating Officer



The Hub is not the center of our television strategy, but it was the key to unlocking it



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Hasbro Studios: Developing and Producing Entertainment Media Based on Hasbro Brands



Season One: 335 half-hours of programming



Season Two:

In production on an additional 255 half-hours of programming for Season Two covering five returning and six new shows



Award Winning: 8 Daytime Emmy Nominations and 2 Wins



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Hasbro Studios Milestones



April 2009

Acquired 50% of
Discovery Kids



September 2009

Initial program
development began



Q1 2010

Animation
production began



June 2010

Hasbro Studios
moves to Burbank

April 2009

Q4 2010



September 2009

Stephen Davis joins
Hasbro as head of
Hasbro Studios

Q4 2009

Key executive roles
filled at Hasbro
Studios

April 2010

Finn Arnesen joins
Hasbro Studios to
lead International
Distribution



Q4 2010

Began delivery
of Season One
programs



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Hasbro Studios Investments: Programming



2009 Projection

Cash investment could ramp to \$80 to \$100 million annually

2011 Status

Trailing 12 months cash investments is \$82 million

Hasbro Studios' expertise, innovation and show success is driving lower than expected costs

Outlook

Anticipate annual programming cash spend to be in the \$70-\$80 million range on average



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Program Production Cost Amortization



	2011 (est)	2012 (est)	2013 & Beyond (est)
Anticipated Program Production Cost Amortization	\$30-\$40 million	\$60-\$70 million	\$70-\$80 million

Cash Spend: \$70-\$80 million (est)

Program Type	On Average Spend	Amortization Period
Game Shows & Live Action	\$20 million	1-2 Year
Animated Shows	\$60 million	4 Years

Amortized over the revenue curve

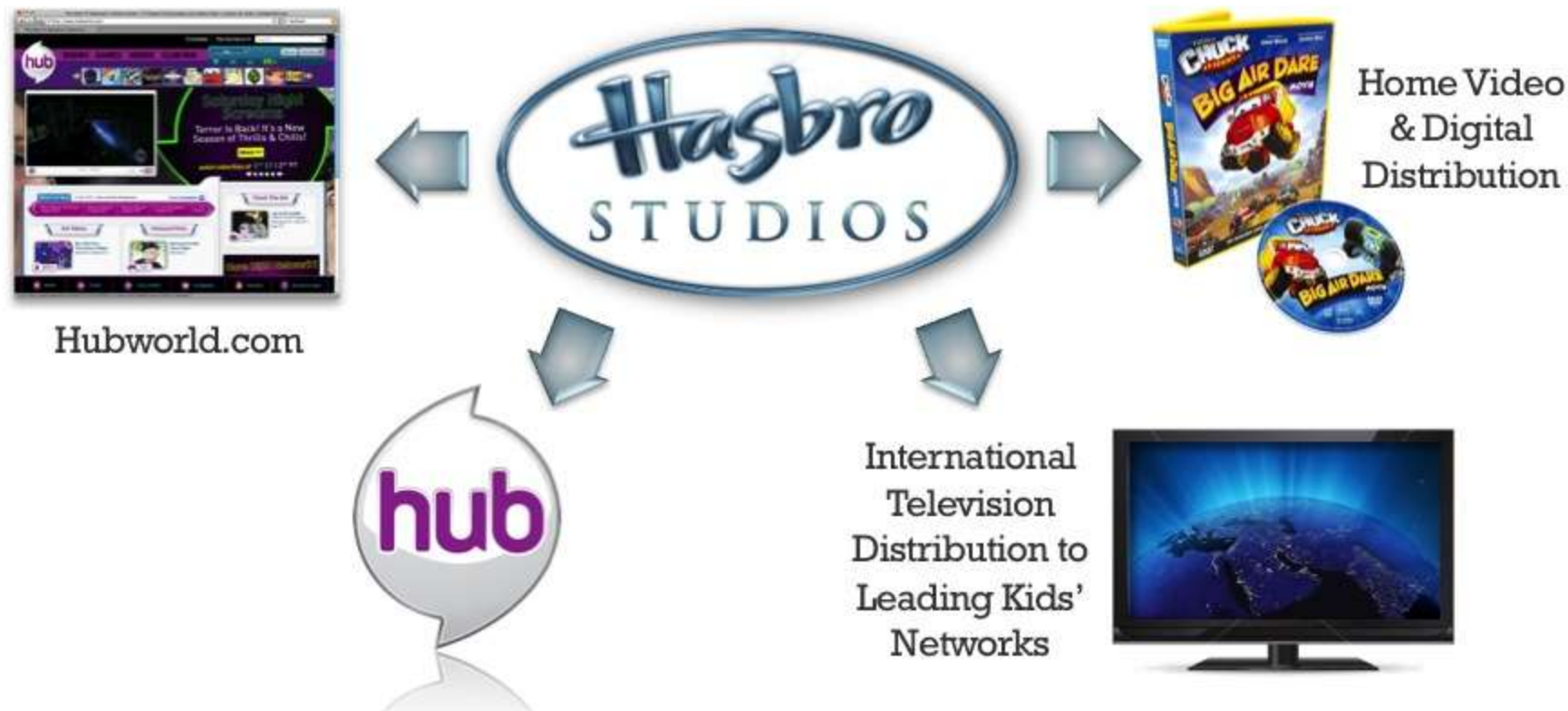
On a quarterly basis, amortization tracks with overall Hasbro quarterly revenue distribution

- Program sales recorded when show is delivered
- Television-based merchandise aligned with Hasbro's quarterly revenue phasing



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Hasbro Studios Revenue Sources



In 2012, we expect to cover 70% of our program production cost amortization through program revenue sources before any merchandise revenue contribution



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Hasbro Studios Investments



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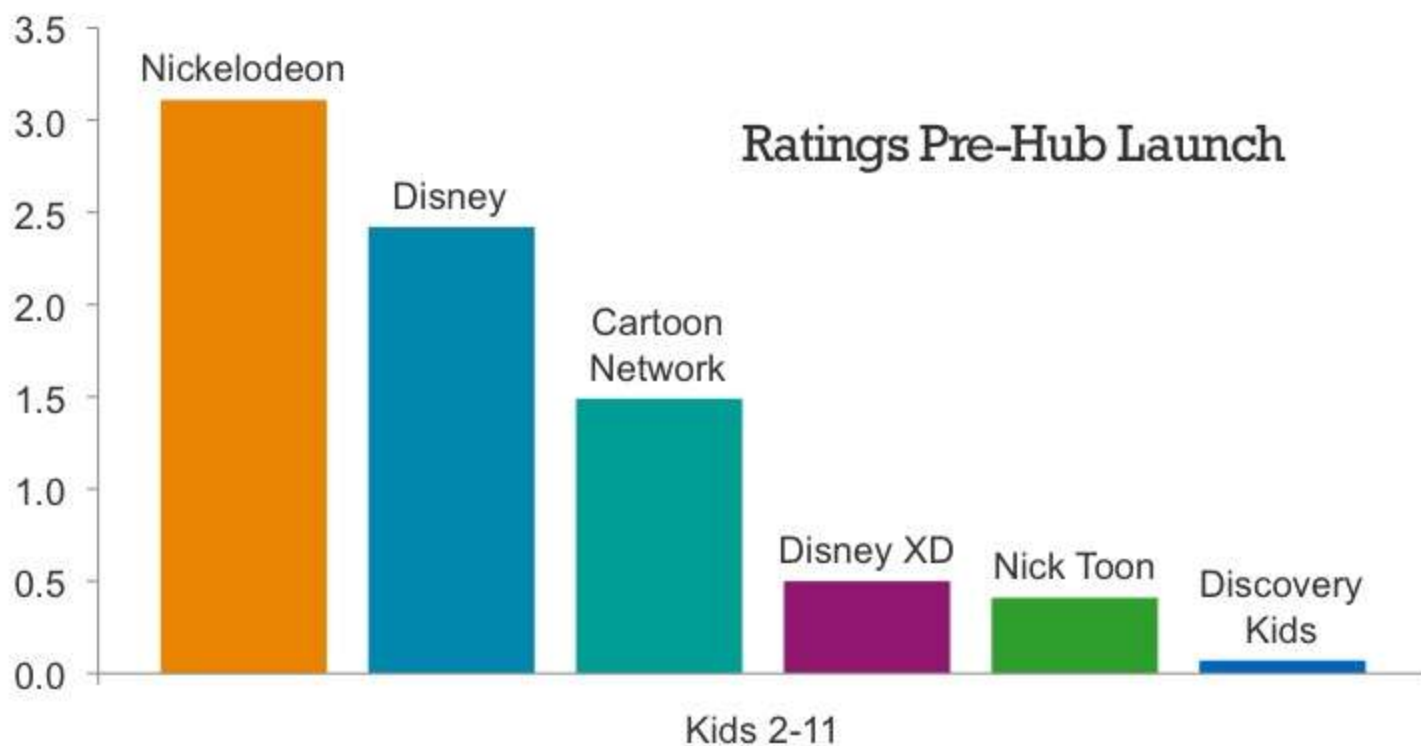
Why Co-Own a TV Network

1. Distribution point for multiple TV shows
 - 53 hours of Hasbro Studios shows now on air every week in the U.S.
 - 50% of 105 hours between 6 AM – 9 PM
2. The Hub was the key
 - Enabling Hasbro Studios to produce programs for global distribution
3. Cable networks can be good, profitable businesses – over the long term
 - High EBITDA %
 - Hub is currently EBITDA positive
4. Building a valuable asset for our shareholders





Pre-Launch Ratings: Discovery Kids vs. Competition

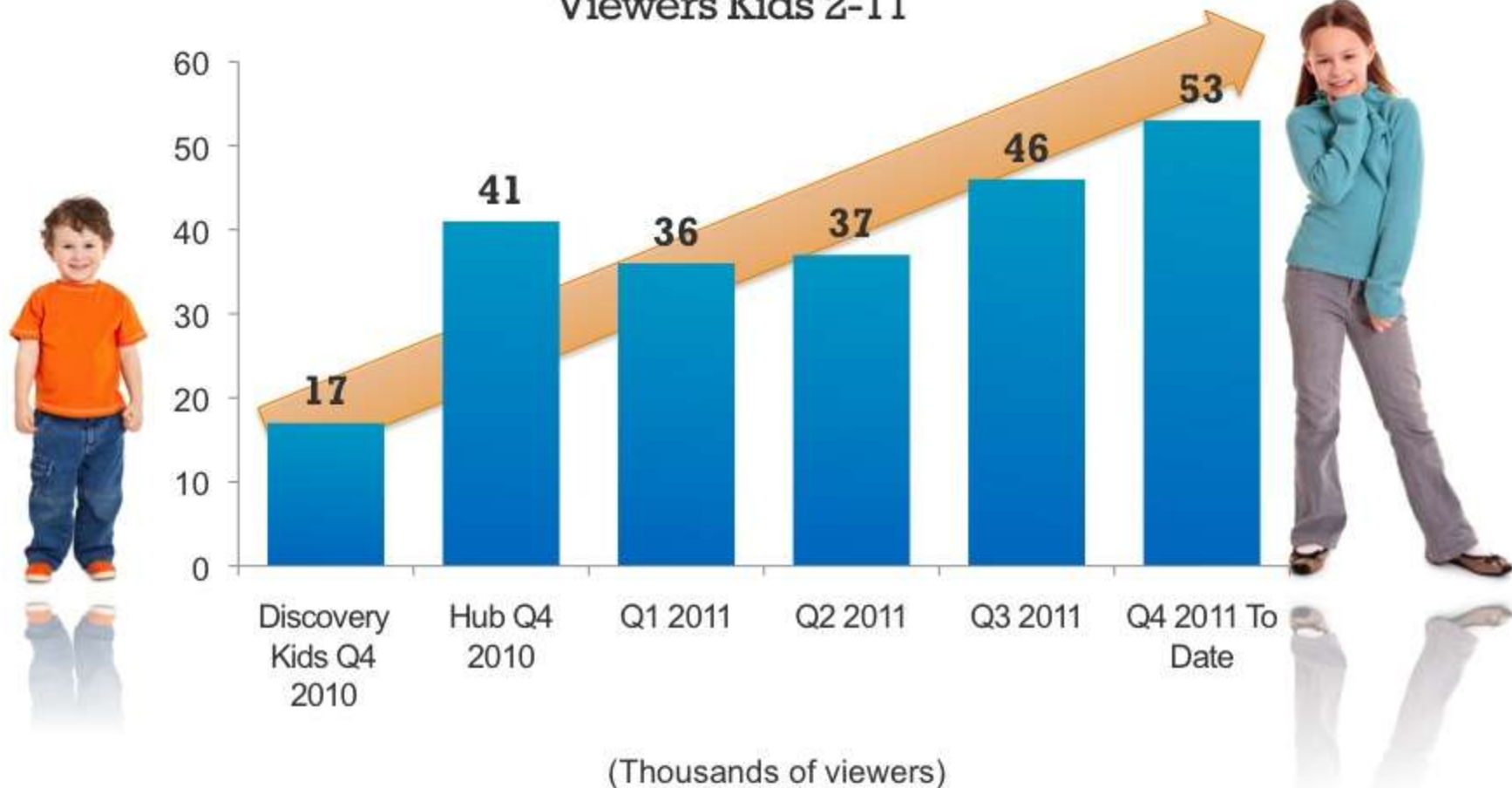


September 27, 2010 to October 9, 2010



The Hub: Growth in Viewership

Viewers Kids 2-11



Source: Nielsen, Kid Total Day (Mon-Thurs 6A-8P/Fri-Sun 6A-12A). Q4 through 10/30/11.



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Hasbro Studios Shows Performing Well



Source: Nielsen, 10/10/10 to 10/30/11, Kid Total Day (Mon-Thurs 6A-8P/Fri-Sun 6A-12A).



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The Hub: Beginning to Beat the Competition

For October 7 and 8, 2011, in head to head time slots...



- Family Game Night beat Nicktoons



- Goosebumps beat Disney XD's Zeke & Luther and Nicktoons' Power Rangers



- Transformers Prime beat Nicktoons' Dragon Ball Zkai



- Haunting Hour beat Disney XD's Zeke & Luther and Nicktoons' Power Rangers

**October 8
was the Hub's
best ever
Saturday**

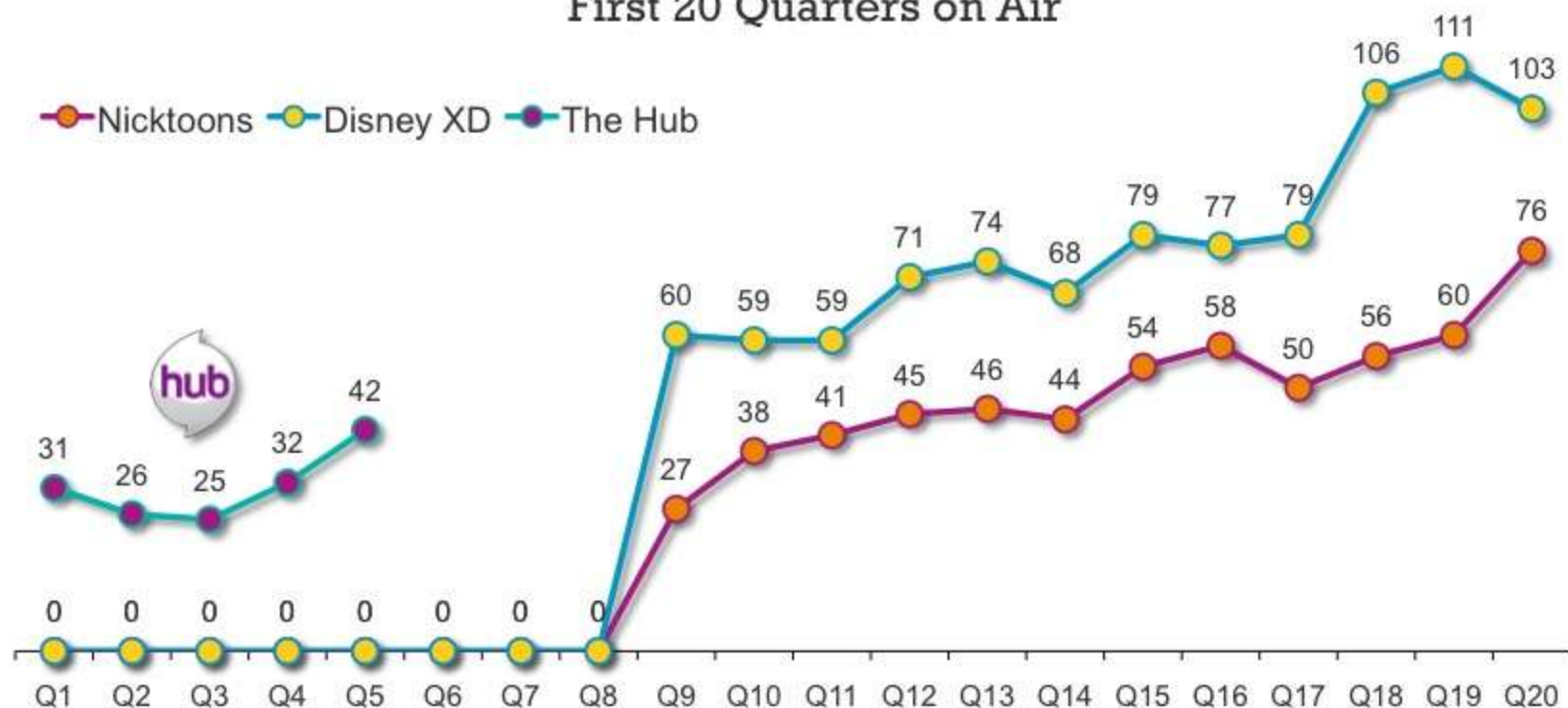


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Competitive Network Performance Through 20 Quarters

Kid Networks Delivery in Total Day K2-11 (Thousands)
First 20 Quarters on Air



Source: Nielsen, most current quarterly average, Q4 2011 through 10/30/11



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The Hub: Three Sources of Revenues

	Advertising	Affiliate Fees	Merchandise
2009: Discovery Kids	\$5 million	\$45 million – 56 million homes	N/A
2010: The HUB Launch	50 Advertisers – Most never on Discovery Kids	60 million homes	N/A
2011: One Year Mark	>120 Advertisers	61 million homes	Beginning
	Ratings drives rates A lot of upside	Mostly organic growth Temporary roll-downs in place Takes time to grow	Primarily tied to Hasbro TV-related merchandise revenues

19 million unique kid viewers since launch



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Merchandise Royalties

- 2009 Agreement includes a \$125 million minimum guarantee to The HUB
- Paid in five \$25 million annual payments from 2009 – 2013
 - Most recent payment made on November 1, 2011
 - 10 years to earn out the guarantee
 - Began expensing royalty payments on the P&L in 2011
 - Royalty applied to U.S. based portion of TV-based merchandise revenue
- Half of this payment comes back to Hasbro as we share in half The Hub's earnings



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The HUB Investments



hub

Programming

Marketing

People

2011 Status:

Program acquisitions costs ramped up

Launch costs complete

Network fully staffed



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Investments: Hubworld.com

- Hasbro funded the launch and development of this site on behalf of The Hub
- \$13 million investment over the past 2.5 years
- Initial investment is behind us and spending is anticipated to decline go forward



Short Term

Initial Investment for Promotional Site

Long Term

Revenue Generating



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What to Remember About The Hub

Our investment in The HUB provided the opportunity for Hasbro to invest in multiple television programs



Remember:

- ✓ It takes time to build a network
- ✓ Ratings are improving
- ✓ Advertising is increasing
- ✓ Distribution is expanding
- ✓ Merchandise is improving
- ✓ Launch costs are behind us
- ✓ While we started slower, we are on track to achieve 4-5 year plan for TV in the U.S.



International Distribution



International Major Program Deals

Major Market	Partner	Programs							Airing Date
		Transformers Prime	My Little Pony Friendship is Magic	Adventures of Chuck & Friends	Pound Puppies	G.I. Joe Renegades	Play-Doh Elf-in-a-Can	Family Game Night	
Canada	Corus	✓	✓	✓	✓	✓			Q1 2011
UK	Turner/Cartoon Network	✓	✓	✓	✓				Q3/Q4 2011
France	Lagardere	✓	✓						Q4 2011
Germany	Nickelodeon	✓	✓						Q4 2011
	Super RTL			✓					Q3 2011
Spain	Turner/Cartoon Network	✓	✓	✓	✓			✓	Q3 2011/ Q1 2012
Italy	Mediaset	✓	✓	✓	✓				Q3/Q4 2011
Latin America (including Brazil and Mexico)	Turner/Cartoon Network	✓							Q4 2011
	Discovery Kids		✓	✓					Q4 2011/ Q2 2012
Russia	Karousel	✓	✓						Q3 2011/ Q1 2012
Australia & New Zealand	Turner/Cartoon Network	✓	✓	✓					Q1 2012
China	Toonmax						✓		2012



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International Distribution Benefits

- Program Sales
 - Covers between 15-30% of program production costs
- Merchandise
 - Experience tells us that television has a bigger impact on merchandise sales outside the U.S. than in the U.S.
- Strategically Important
 - Distribution of our television programming outside the U.S. expands our brand reach
 - Some instances is the first introduction of the brand to international consumers



International Performance



United Kingdom

Transformers Prime

- Show performance:
#1 show on Cartoon Network



Canada

My Little Pony

- Show performance:
#1 show on Treehouse



Germany

The Adventures of Chuck & Friends

- Show performance: **40.4%**
market share on Super RTL

PRODUCT SALES UP



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DAY 2011



Toys R Us



Auchan



Merchandising



TESCO

Walmart

Carrefour



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Revenue Potential: Merchandise

Television programming drives merchandise revenue globally

Merchandise

- Toys & Games: 90% of merchandise potential
- Licensed Goods: 10% of merchandise potential



Global Revenue Opportunity

- TV-related merchandise revenue outside the U.S. could be greater than U.S. TV-related merchandise revenue
 - Experience tells us TV has a stronger impact on merchandise & delivers a long product life cycle internationally
 - Hasbro Studios shows are airing on top-rated kids networks in international markets



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Status of Merchandising Revenues

Television programming drives merchandise revenues globally

- 2009 Projection
 - We said: “We believe there exists the potential to add hundreds of millions of dollars annually to Hasbro's top line within a four to five-year time frame”
- 2011 Status
 - For 2012, we are on plan for \$300 million TV-related merchandise, although not all incremental
 - 24 months from delivering in excess of \$300 million in incremental revenue annually



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Merchandise Contribution Margin Potential



Incremental Annual Revenues	\$300 Million	100%
Cost of Sales		(42%)
Gross Margin		58%
Advertising		(11%)
Royalties		(7%)
Shipping & Warehousing		(4%)
Contribution	\$108 M	36%

Note: % based on Hasbro averages



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Conclusions



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Hasbro's Television Status: On Track with Initial 4-5 Year Plan



Ramped up quickly

- Producing episodes for global distribution at lower costs than expected



Building network over the long-term

- Remain on track with initial 4-5 year plan



Ahead of expectations

- Distributing more programs in more markets on better networks than expected at this point



Merchandise

- Merchandise ramps globally in 2012 and beyond



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Financial Trends Are Improving

	Impact	Trend
Net Revenues	<ul style="list-style-type: none"> • Merchandise (Hasbro) • Program Sales (Hasbro) • Affiliate Fees (The Hub) • Advertising (The Hub) 	
Expenses	<ul style="list-style-type: none"> • Program Production Cost Amortization (Hasbro) • Studio Overhead (Hasbro) • Hubworld.com (Hasbro) • Hub Network Overhead (The Hub) • Amortization of Discovery Kids Acquisition Costs (The Hub) • Hub Launch / Promotional Spend 	<p>Peaks in 2013 Then Levels Off</p> 



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How Do We Define Success?

- TV Overall:
 - Several hundred million dollars of incremental television-related merchandise revenue
 - Expect to reach this in the next 18 to 24 months
 - Global distribution of our brands through programming
 - We have programming deals for substantially all of our sales territories
- The HUB:
 - Become a top 5 kids' network in the United States
 - Half the size of Cartoon Network



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Wiebe Tinga

President, Asia Pacific and Latin America Sales & Marketing

Hasbro's International Progress

- Good track record of net revenues and operating profit growth
- Excellent momentum, growth ahead of market and competition
- Strategic investments 2007-2011 payback
- Strategic Brand Blueprint coming to life
- The future looks bright



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Audio Only



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Expanding Our Global Footprint

Selling in
120+
Countries



Offices in
40+
Countries

Hasbro's International Segment Headcount

1,100
In 2006

1,200
In 2009

1,330
by 2011



**INVESTOR
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Expanding Our Global Footprint



- Existing offices in 2005
- New offices added from 2006-2011



**INVESTOR
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Expanding Our Global Footprint



- Existing offices in 2005
- New offices added from 2006-2011
- Distributor Markets and Joint Venture



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Twice a year, 300 customers come to previews in Rhode Island.



- Our executives travel to our customers.
- Consumer Strategic Marketing and Top-to-Top meetings drive optimal retail relationships.



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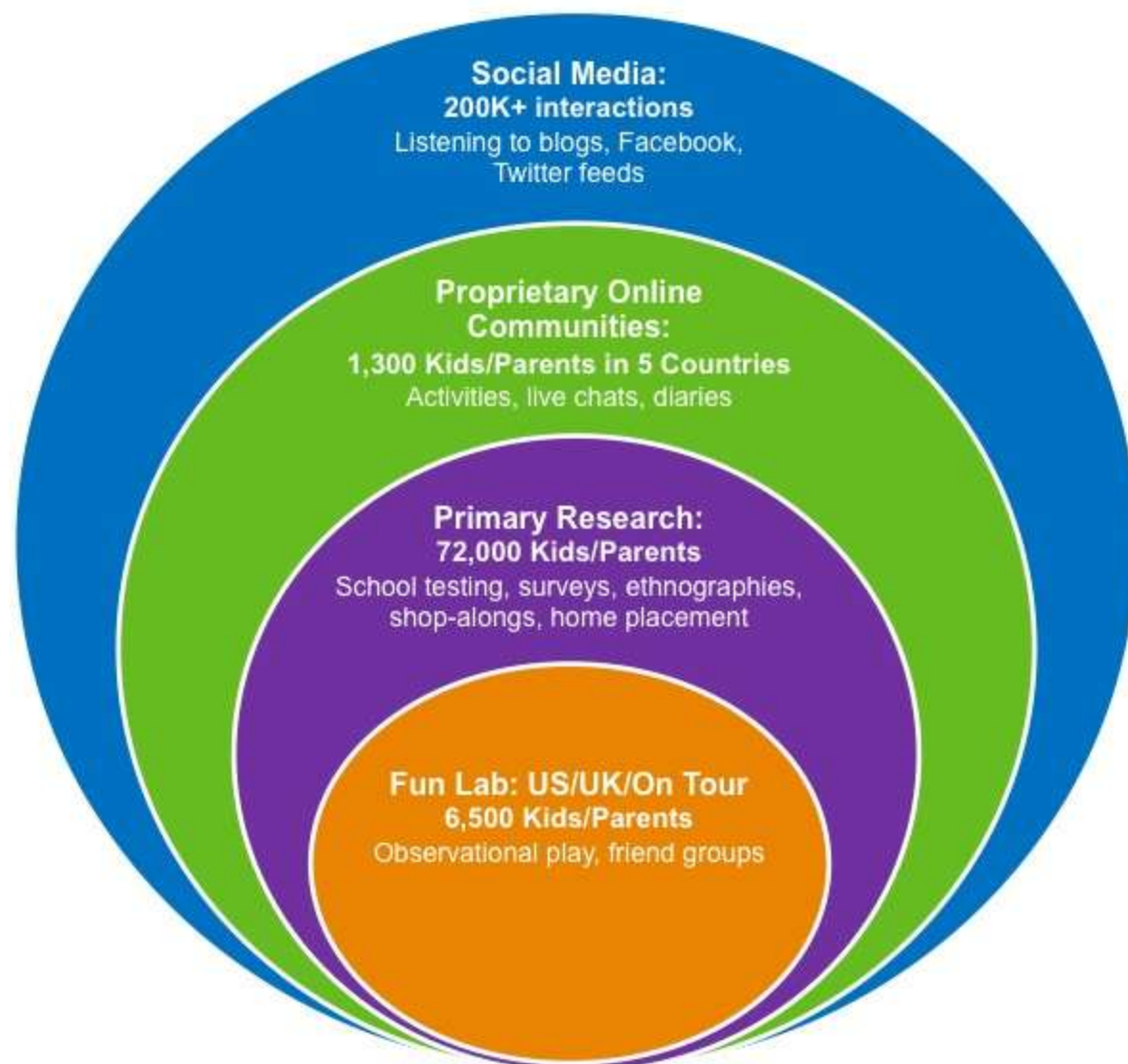


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Execution at Retail



Hasbro's world-class brand portfolio is shaped by insights from a continuous dialogue with consumers globally.



300,000

global consumer touch points annually

Business & Industry Intelligence

Access to the most widely utilized and regarded Industry & Trend Services



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Global Traditional Toys/Games Industry

Global Traditional Toys/Games Retail Sales 2010: \$83.3B (+4.7%)



Source: NPD 2011 Global Toy Market Estimates Report



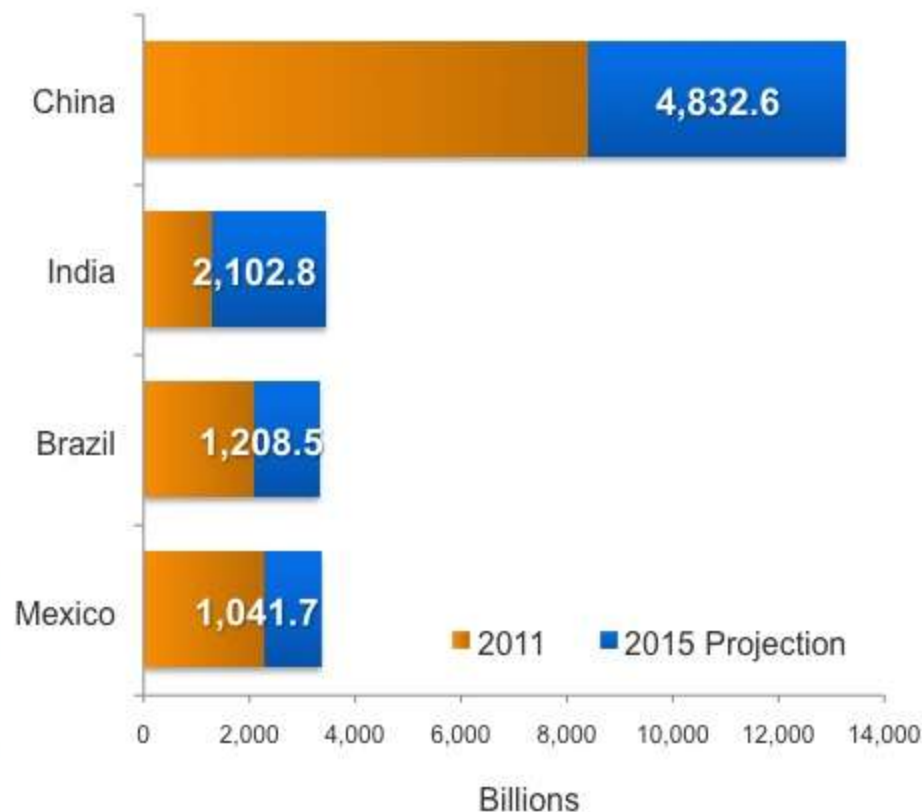
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Continued Future Growth from Emerging Markets

Top Growth Markets:
2011-2015 CAGR



The Billion Dollar Growth Club:
Projected Industry Growth





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Entertainment is Fueling Our Growth



Branded Play Strategy – Fortune 100 – Training & Development

Attracting new talent and Hasbro global talent pool



Strong team-driving momentum



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In Summary



Strong 2011 momentum driven
by Core Brands and Innovation

Investment strategy is paying back

Brand Play strategy is our accelerator

Key relationships – Hasbro's strength

Confident for a bright future



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Mark Hoijtink

General Manager, Northern European Region



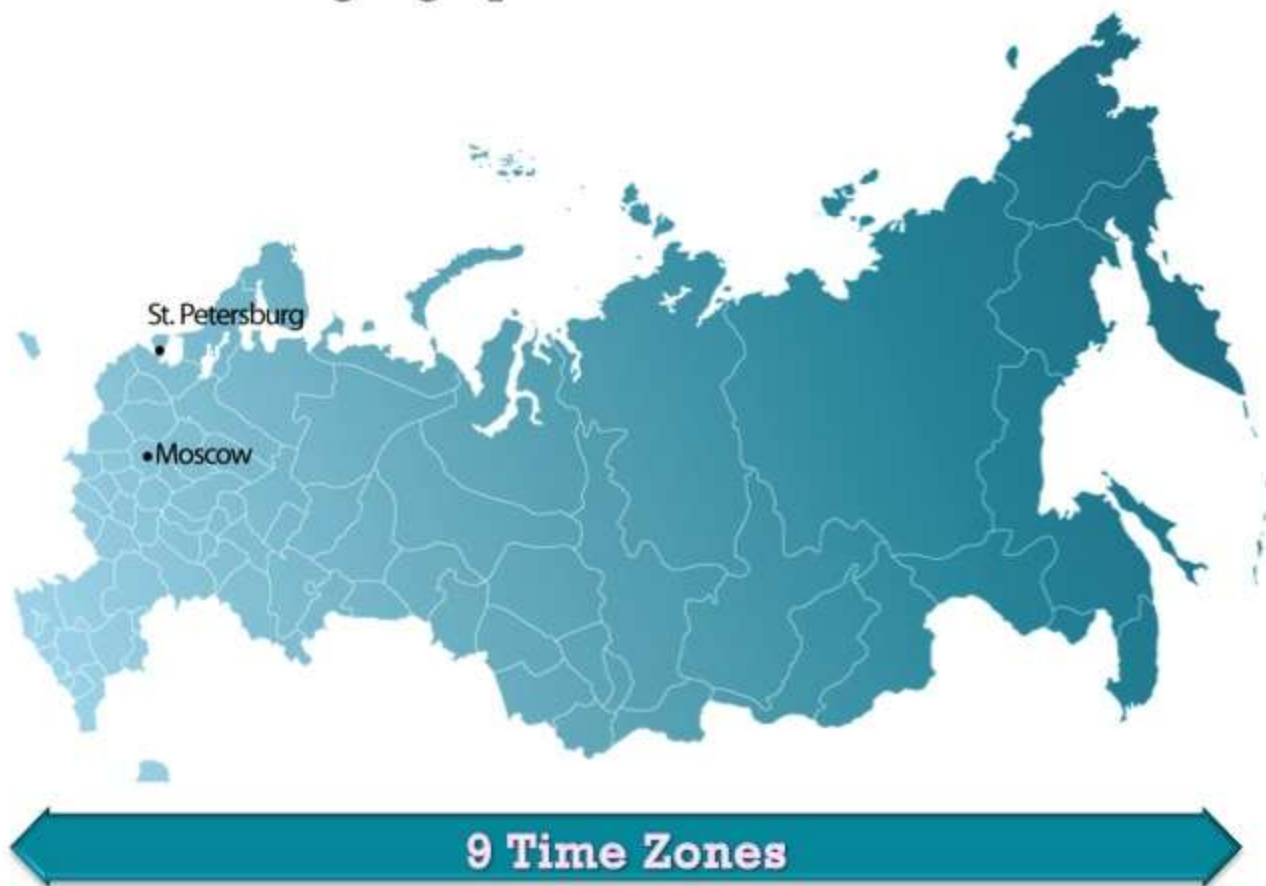
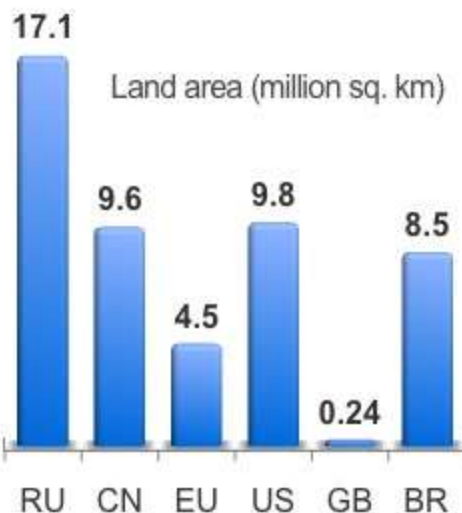
Russia – **The Opportunity**



Russia - The Opportunity

Comparing Russia with other geographies

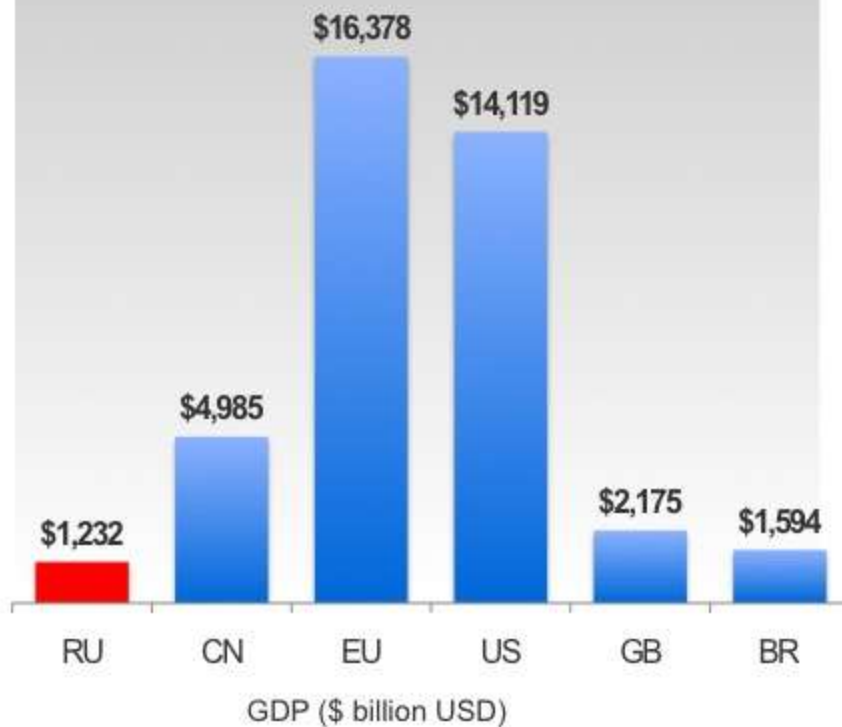
Largest country on earth and almost twice the size of the US





Russia - The Opportunity

Smallest of the
BRIC markets



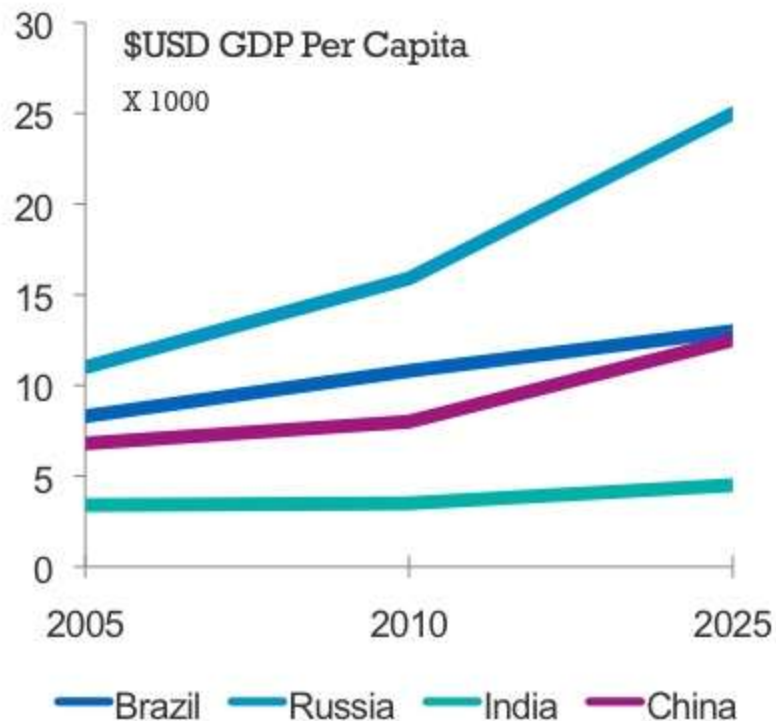
Largest GDP/capita
of the BRIC markets



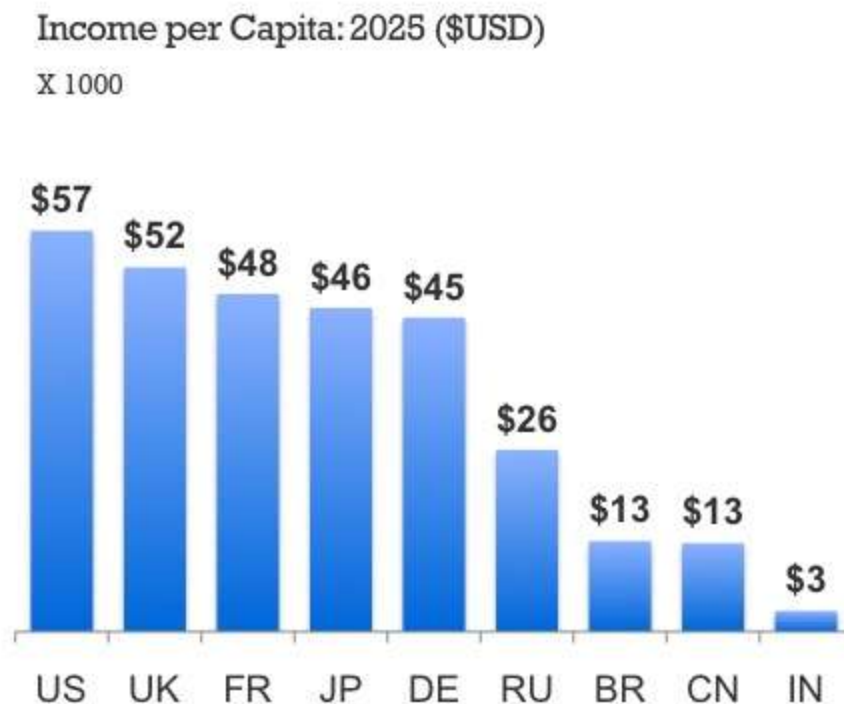


Russia - The Opportunity

Wealth Creation



Source: CIA - The World Factbook



Source: WEF, February 2010



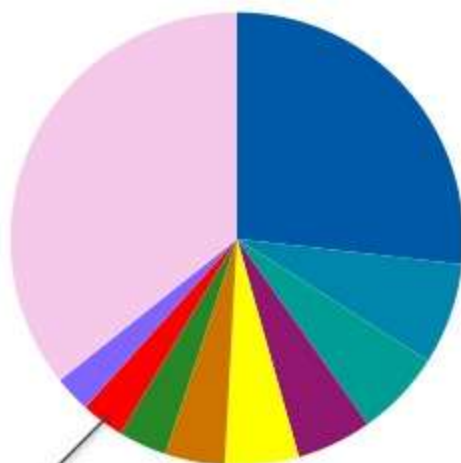
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The Russian Toy Market: A Huge Opportunity

Toy Market*,
\$ Million

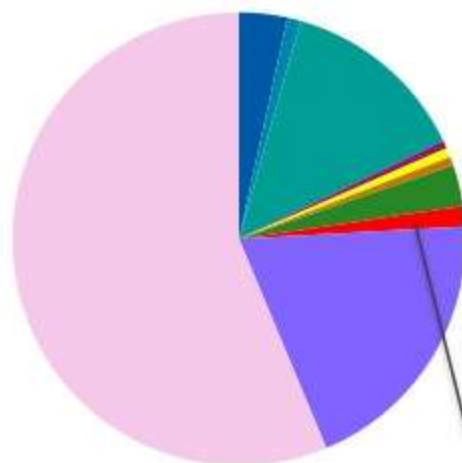
USA	21,510
Japan	5,820
China	4,954
UK	4,317
France	4,239
Germany	3,420
Brazil	2,773
Russia	2,482
India	2,091
Others	28,674



**RU market size 60%
of French market**

Number of
Children**

USA	61.9
Japan	17.1
China	242.7
UK	10.2
France	11.9
Germany	11.2
Brazil	53.1
Russia	26.1
India	352.5
Others	1,013.3



**More than twice the
amount of children in
Russia than France**

Sources:

* 2010 NPD group

** 2010 CIA The world factbook

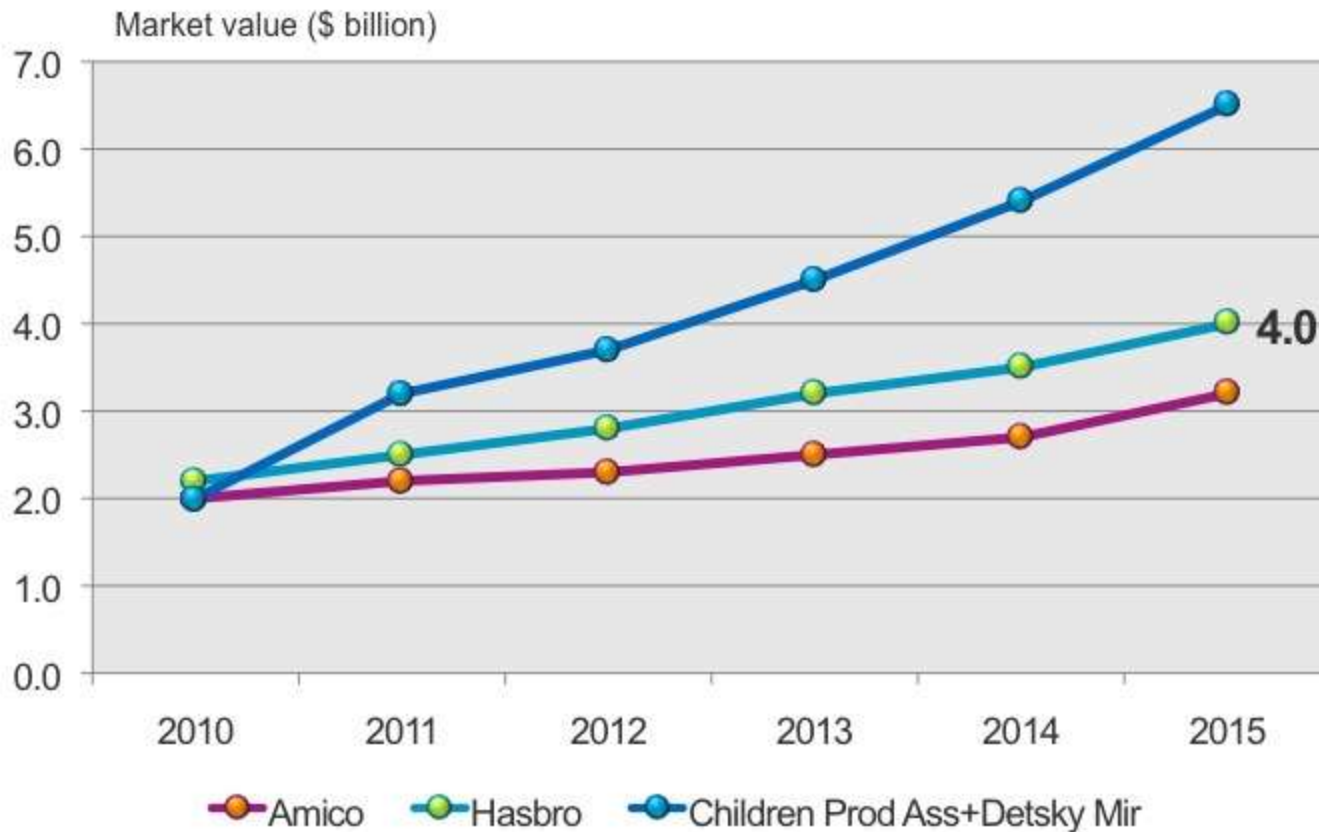
*** 2010 NPD group data for Russia does not take into account non organized retail and is replaced by data from TGI Russia, Comcon



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The Russian toy market is expected to grow 15% per annum to \$4 billion by 2015.



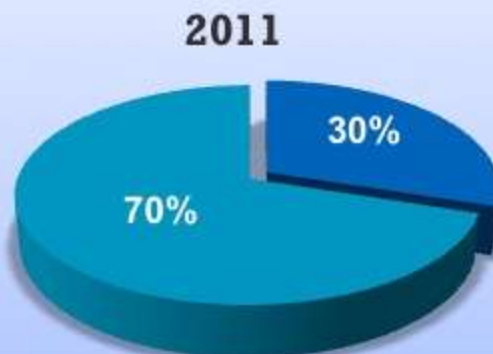
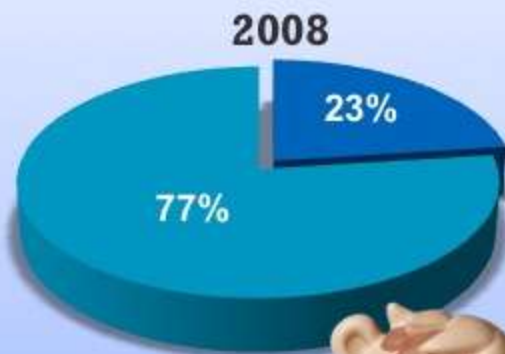
Sources:
2009 Data TGI, Comcon research; Detsky Mir research
Russian Toys association
Amico Nilsen, 2010



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Russian Market



■ Branded

■ Not Branded





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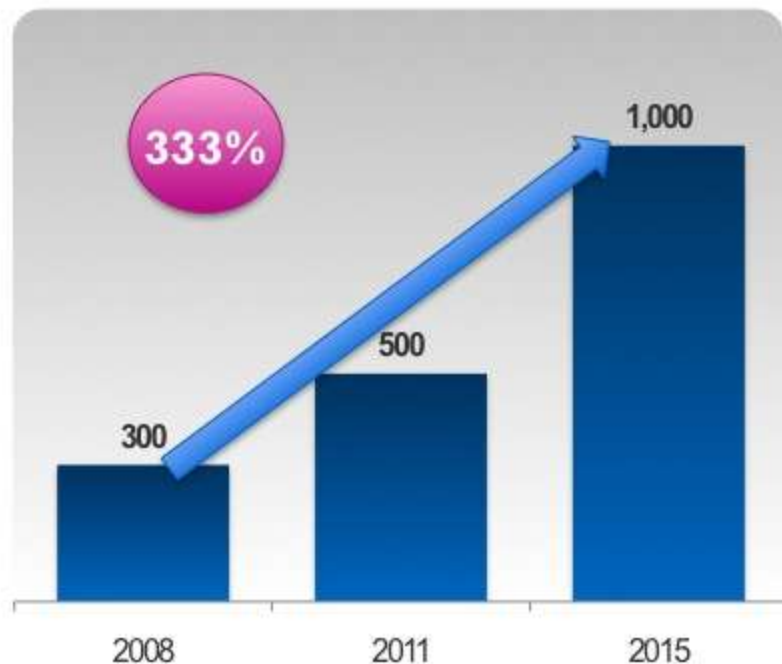
FurReal

friends®

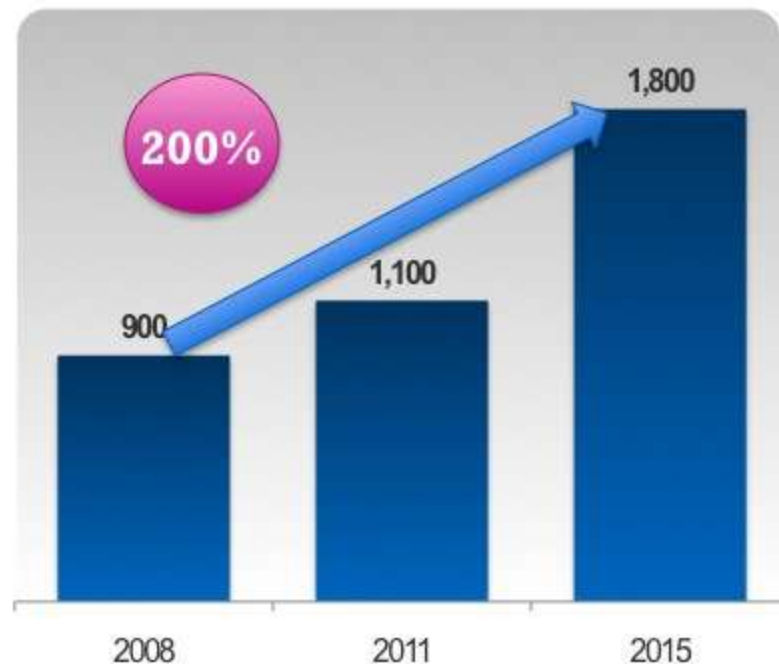


Hypermarkets & Toy Specialists

A rapidly-growing area due to geographic expansion and new store openings



Hypermarkets



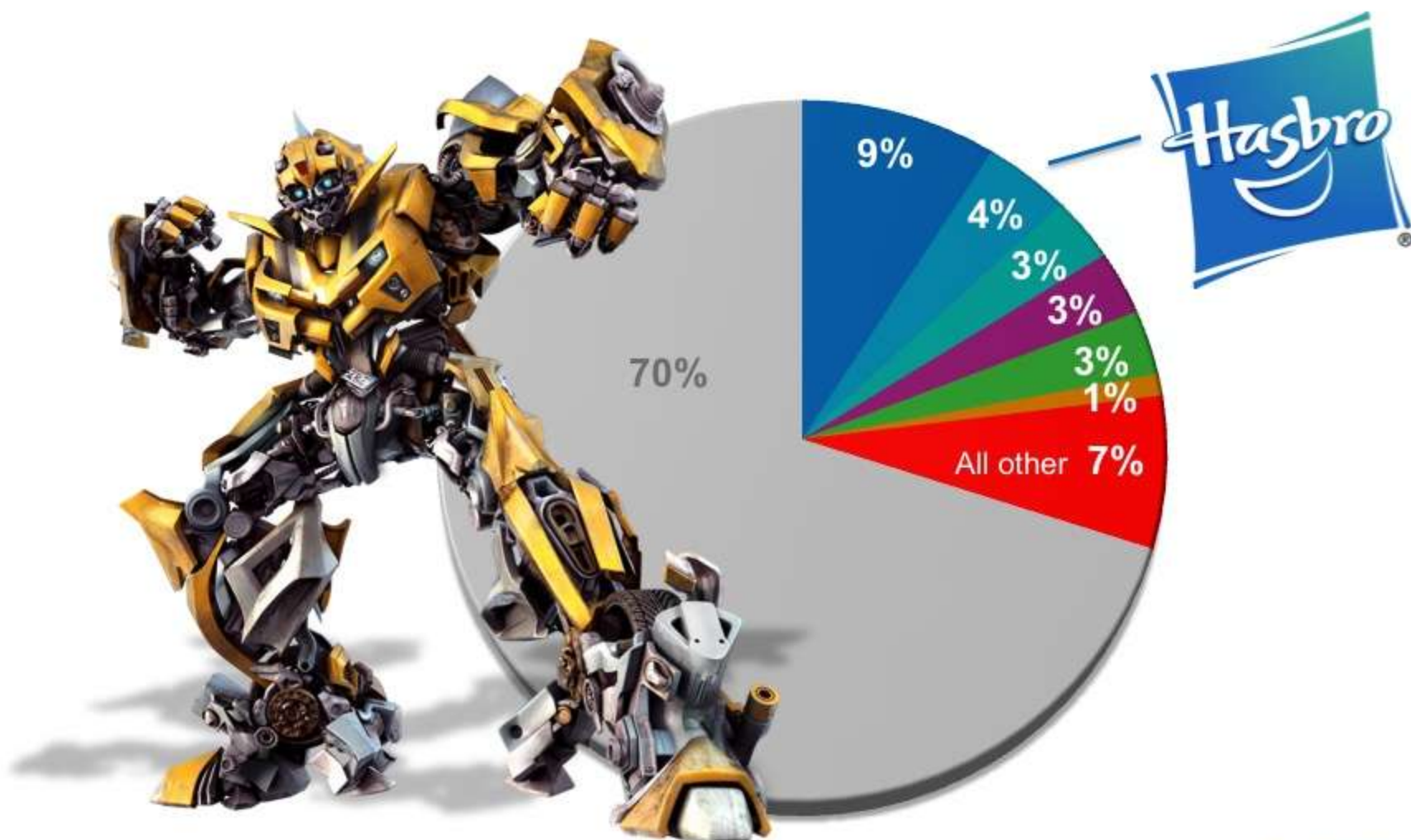
Toy Specialist / Big Chains



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Russian Competition

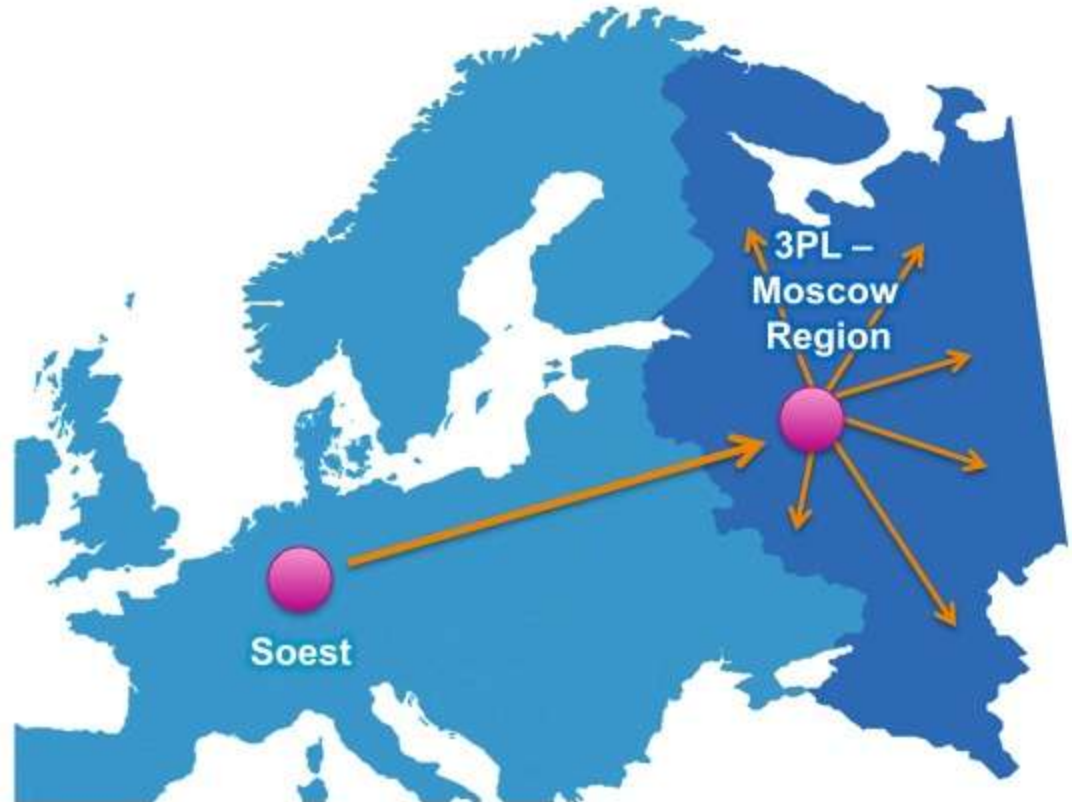
Estimated Market Share 2011



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Transition to Full Legal Entity by 2012

- Full legal entity first half of 2012
- Direct to 20 retailers and 2 wholesalers
- DC operated by third party
- Lead time shortens from 45 to 3 days
- Headcount will build up to 40 people by end 2012





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Lunch Break



Investor Day 2011

Pawtucket, RI • November 9



Brian Goldner

President and Chief Executive Officer

2012 Guidance

We expect to grow revenues
and earnings per share for
the full year 2012

We made investments through 2011 that
will begin to give us additional leverage
and global growth



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Macroeconomic Perspective



USA

- We have momentum and feel we can grow market share
- Low economic growth/ high unemployment are concerns



International

- Business remains strong
- Europe growth is mixed
- Should continue to post good growth and market share gains



Emerging Markets

- Rapid growth should continue
- Our brands work
- Middle class with disposable income continues to grow
- Branded play strategy is being fully activated



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2012 Revenue Outlook

• Core Brand Growth



Preschool

- Full year of Sesame Street
- Innovation from Playskool & Play-Doh



Girls

- Momentum with My Little Pony & FurReal Friends
- New Categories in Littlest Pet Shop & Baby Alive



Boys

- Global distribution of Kre-O Transformer in 25 markets, Kre-O – new initiative launches in 7 markets
- Star Wars 3D
- Marvel
- Nerf
- G.I. Joe
- Beyblade



Games

- Battleship movie
- Magic: The Gathering
- Gaming Center of Excellence

Key Entertainment Year

- Five major movies
- Hasbro Studios programming on-air around the world
- Roll-out of TV-related merchandise



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Earnings Growth

2011 Marked the Apex of Our Incremental Spending



Hasbro Studios
Team Staffed



Hub Network Up
and Running



Global Licensing
Team Staffed



Emerging Markets
Expansion
Investment Slowing



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DAY 2011**

2012 – Remainder of the day

John Frascotti will outline major revenue drivers

Deb Thomas will provide a financial outlook

Questions & Answers

Product Review Tours

Reception



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John Frascotti

Chief Marketing Officer



Preschool

2012



Girls



Boys



Preschool



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What Did We Set Out to Accomplish?

More Innovation and Interactivity

- Let's Rock Elmo and Instruments

**More Education**

- Find and Learn Elmo

**More Characters beyond Elmo**

- Cookie Monster
- Mini-Plush/Figure Sales Success

**More Marketing**

- TV spend up versus competition
- More comprehensive and deeper digital engagement





Late Night with Jimmy Fallon



Launch with a Bang!



Good Morning America:
Sesame Takeover!

GOOD
MORNING
AMERICA



Launch Event



2012: New Ways to Play

Steps to School
– LearningCome'n Play
Kitchen CaféPlush &
Playsets

New Feature Item

CONFIDENTIAL

PLAYSKOOL HEROES



Hasbro
STUDIOS





Video Playing in Room



Create Meaningful Brand Experiences

Global TV Show	Exclusive Retail Program	Full Publishing Program	Entertainment on the Go!
			

Broadcast
in 120
countries
in 2012



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PLAYSKOOL



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Expanding Play-Doh Play!



Food Role Play
Girls & Boys 3-6



**Like a Kid
in a Candy Store!**



Vehicles
Boys 2-5



Diggin' the Doh



Girls
Fashion/Mini Dolls
Girls 2-6



**Dress & Decorate
with Sparkle Doh!**



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Branded Play for Girls 2-10



Baby
Alive

my LITTLE
PONY



FurReal
friends



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The Best “Alive” Doll Experience a Girl Can Have



Continue Driving
Product Innovation



Drive the “Alive”
with Marketing



Build & Grow the
Brand at Retail



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Entertainment Drives Branded Play

Broadcast
in 136
countries
in 2012



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Toy & Game
Product
Innovation



Digital
Media

Re-Imagine
Re-Invent
Re-Ignite

Lifestyle
Licensing



Immersive
Entertainment
Experiences

Strategic Retail Partnerships



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ALL NEW is Working!



Fall '11
Update



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little pets
BIG personality



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Strategic Blueprint



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Video Playing in Room

Boys Action

4 Key Drivers



NEW
Entertainment

NEW Play
Patterns

Construction

Sports Action



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All New Entertainment in 2012



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BATTLESHIP

SUMMER 2012



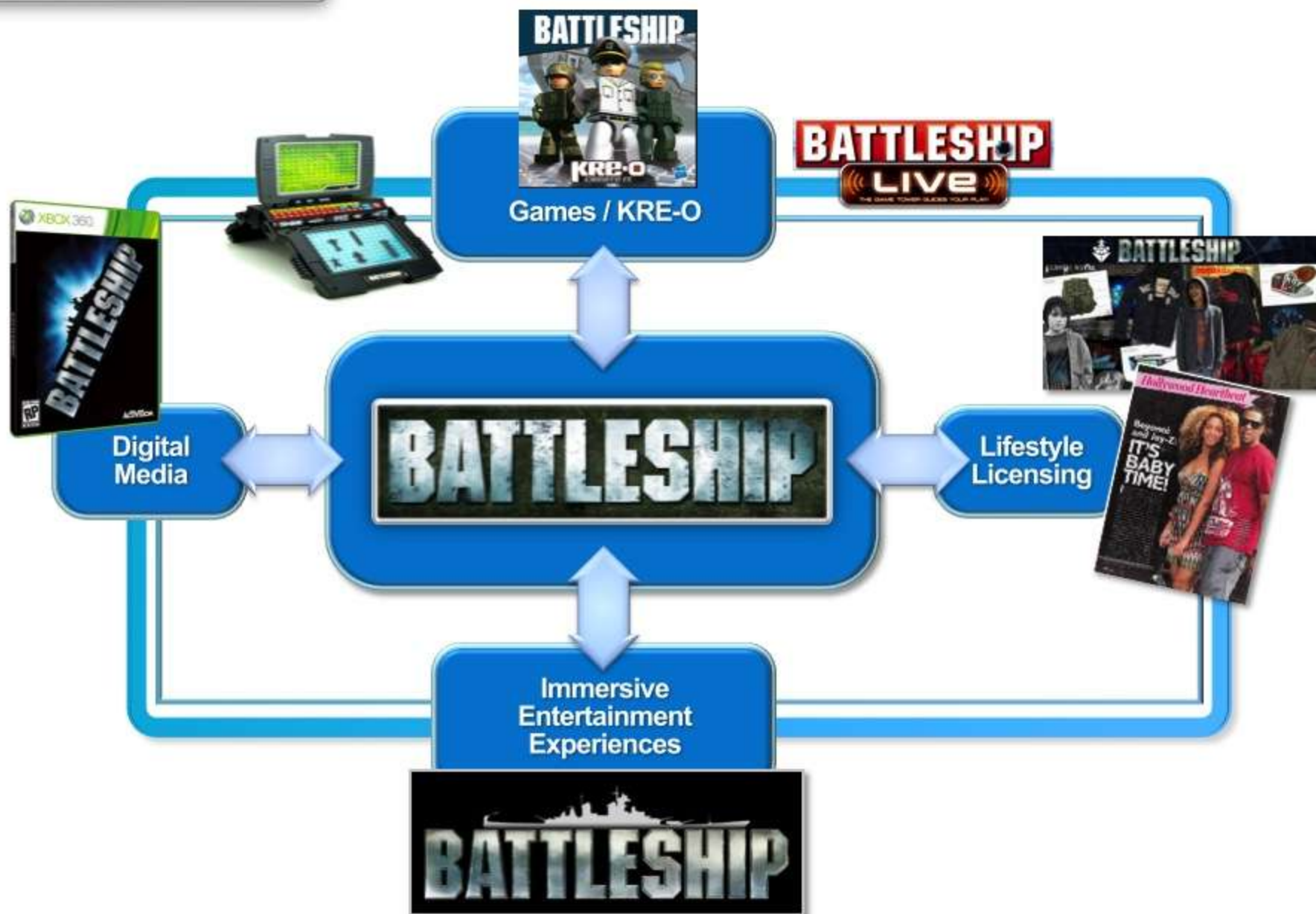
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Video Playing in Room

BATTLESHIP

Strategic Blueprint



GI JOE

RETALIATION



In theaters June 29, 2012



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Video Playing in Room

TRANS FORMERS P R I M E



End Cap

Header Card

Standee



Side Blade



Broadcast
in 142
countries
in 2012



Floor Sticker



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TRANSFORMERS™

FALL OF CYBERTRON™



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A New **SPIN** in every Segment!



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MARVEL



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THE AMAZING SPIDER-MAN™



MARVEL

**COLUMBIA
PICTURES**



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Marketing Highlights Globally



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Retail Highlights Globally



1,500
Displays
in France!



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Sports Action





NERF

this changes
EVERYTHING

VORTEX

9.10.11



JOIN THE ELITE!

8.1.12



Deeper Digital Engagement: 2010 vs. 2011

Recruit, Engage, and Mobilize Nerf Nation!



35,705



446,297 Fans



3,249,838



13,554,262 Views



890



3,106 Followers



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Blast Off in 2012!

Defining Sports Action for 3-7 year olds



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The Magic Consumer



- Young Male Adult (16-35)
- Technology early adopter
- Engages in multiple ways: online, on console, at home, in store, or at competitive events
- Average tenure with the brand 8+ years

MAGIC

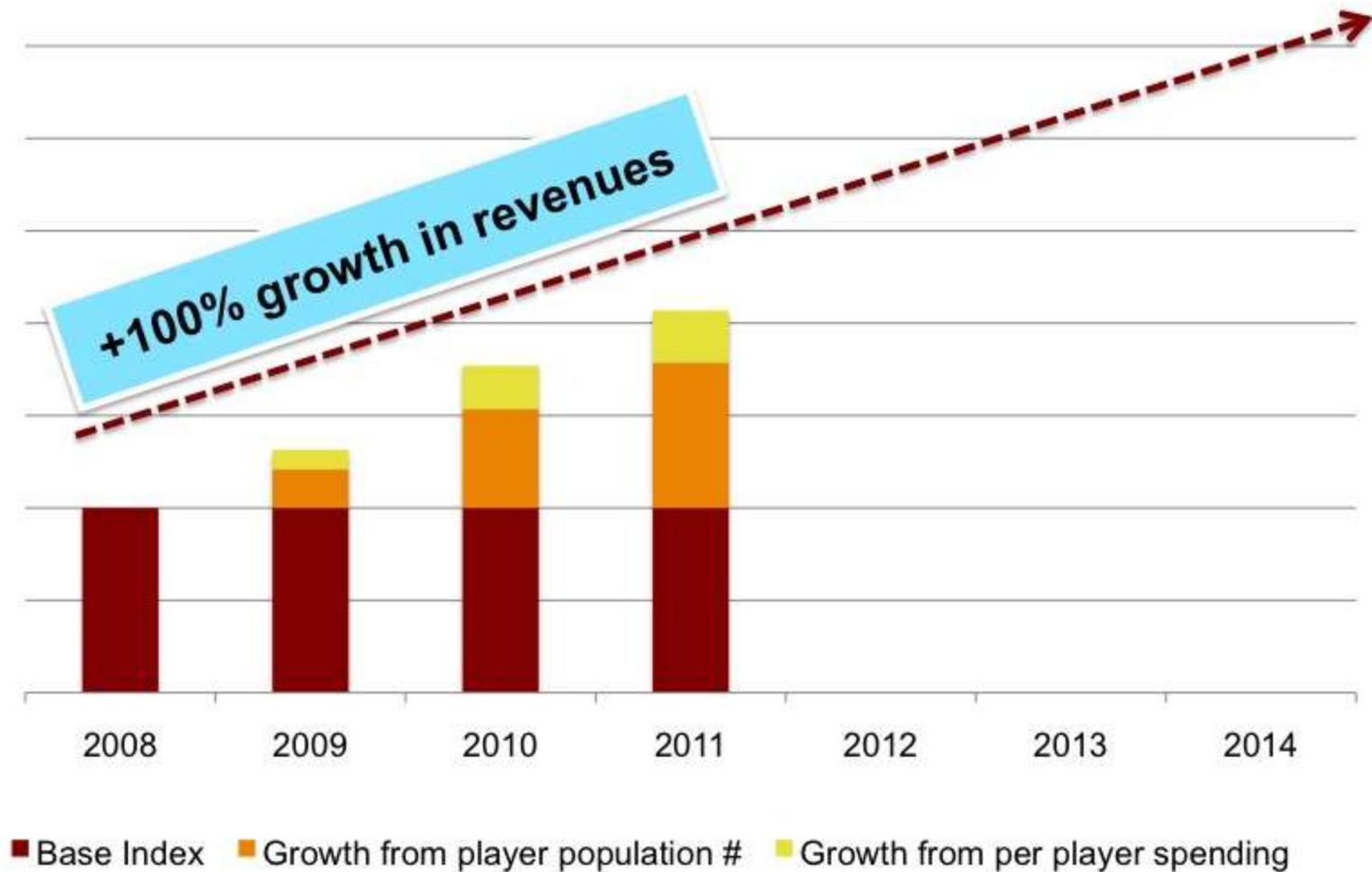
The Gathering®



The MAGIC Branded Play Experience



Proven player base growth will fuel revenue growth in the next 3 years



PRESCHOOL



PreKool



Preschool



GIRLS



BOYS

New Entertainment



New Ways to Play



Construction and Sports Action



Older Boys



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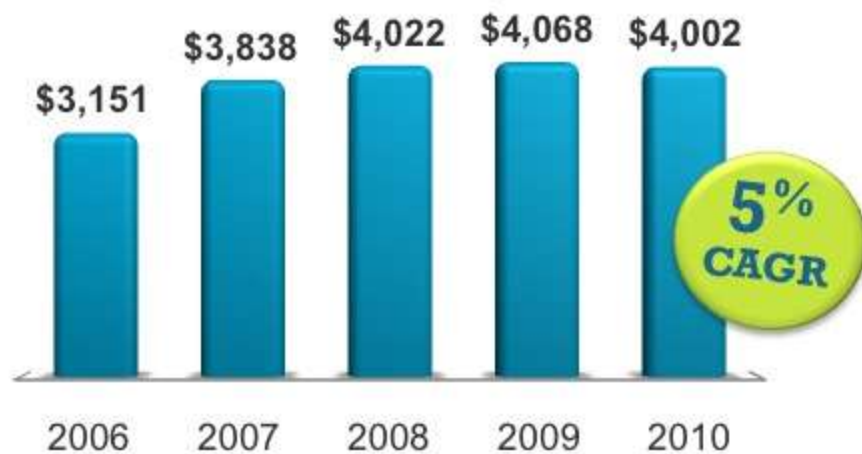


Deb Thomas

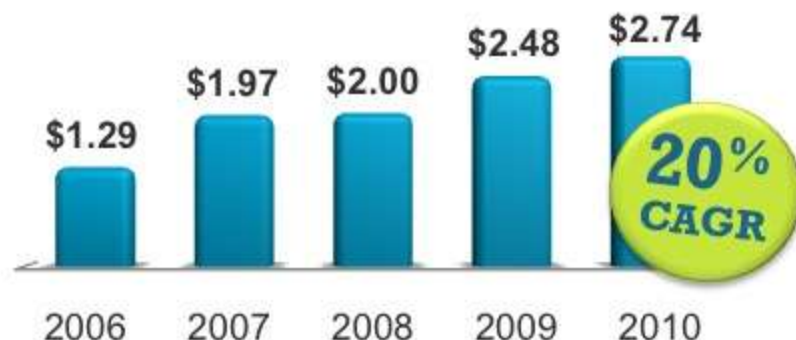
Chief Financial Officer

MAGIC
The Gathering

Strong Top and Bottom Line Growth 2006-2010



Revenues (In Millions)



Earnings Per Share



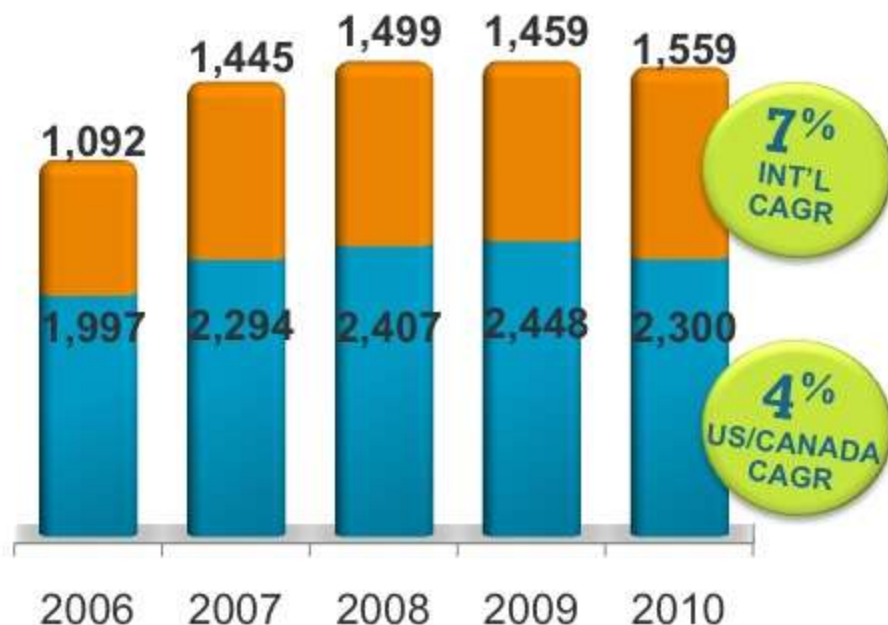
Revenues have grown \$851 million,
or more than 27%, since 2006

Earnings Per Share have more than
doubled in 5-year time period

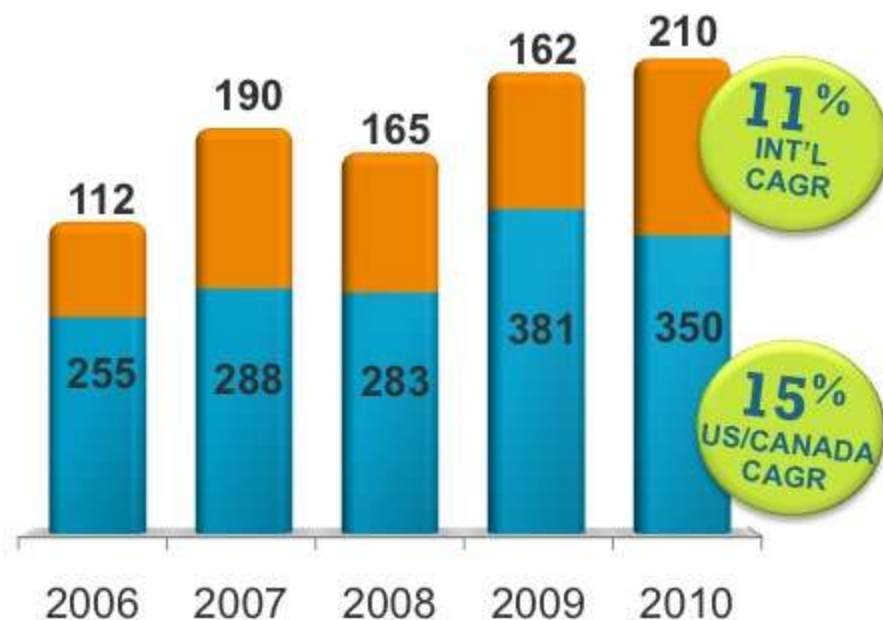


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Revenue and Operating Profit Growth Across Segments 2006-2010



2006-2010 Net Revenues
by Segment (in \$ millions)



2006-2010 Operating Profit
by Segment (in \$ millions)

US/Canada International



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But, **What's Next**
for Hasbro?



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Unlocking Hasbro's Global Brand Potential

Innovation

Toys, Games,
Immersive
Experiences

Imagine,
Invent,
Ignite

International Expansion

Growing presence
in key emerging
markets

Gaining share in
underdeveloped
markets

Immersive Entertainment & Licensing

Movies
Television
Digital Media
Lifestyle Licensing



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In the Near-term, What About 2012?

PRESCHOOL



BOYS



GIRLS

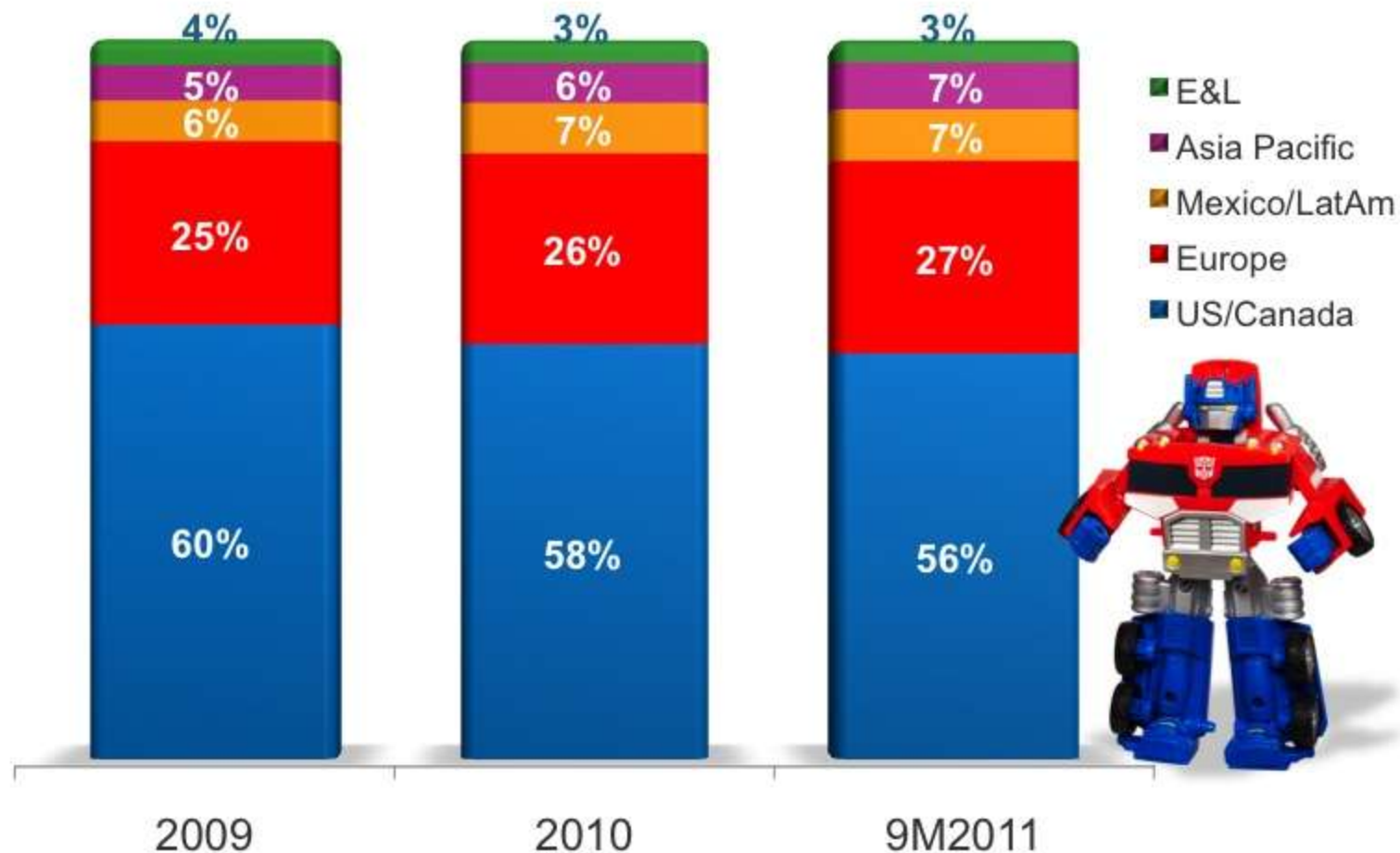


GAMES



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2009-2011 Net Revenues By Region



Hasbro Revenues by Underlying Currency

Representative Revenue by Currency



Represents percentage of Hasbro net external sales/currency.



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Historical Exchange Rates

Average Revenue FX Translation Rates

	Full Year 2009	Full Year 2010	Spot Rates*
Euro	1.43	1.33	1.38
British Pound	1.59	1.55	1.60
Mexican Peso	0.070	0.080	0.074
Canadian Dollar	0.898	0.968	0.98
Australian Dollar	0.818	0.921	1.04

Represents total currency net sales/sales translated in USD for full period/year reported

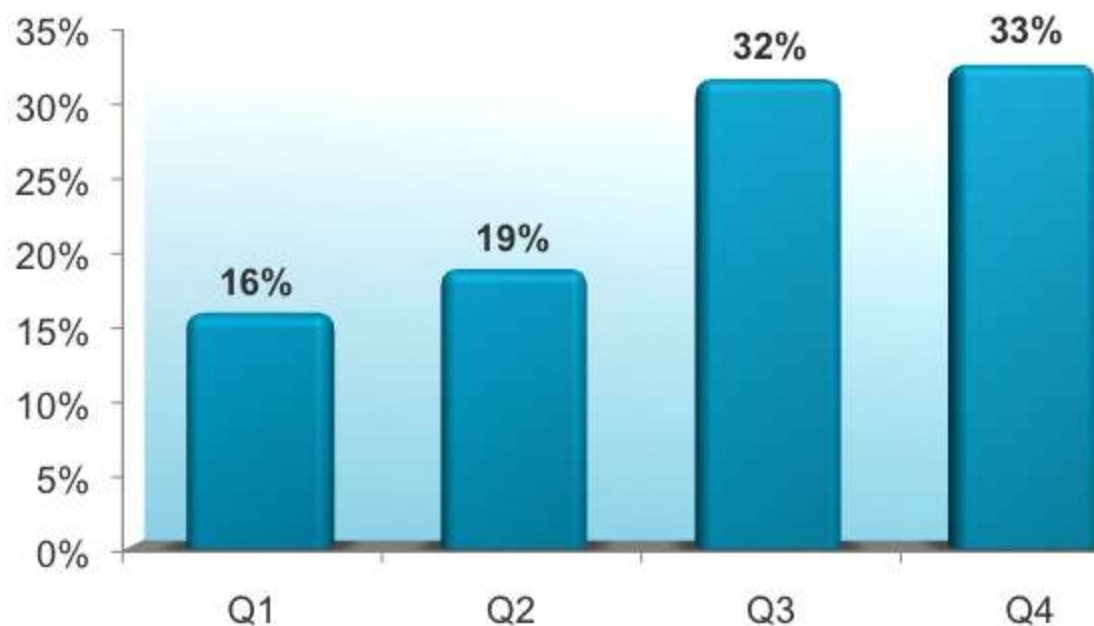
** As of Nov. 4, 2011*



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Revenue Phasing Considerations

% of Full-Year Revenue By Quarter
5 Year Historical Average



Expect second half 2012 percentage to be 3-5% higher



Cost of Goods Sold Expectations











As a % of Revenue	
Revenue	100%
Gross Margin	58.1%
COS	41.9%

Board/Paper/Print	7.6%
Resins	6.3%
Electronics / Metals	2.9%
All Other	3.1%
Total	19.9%

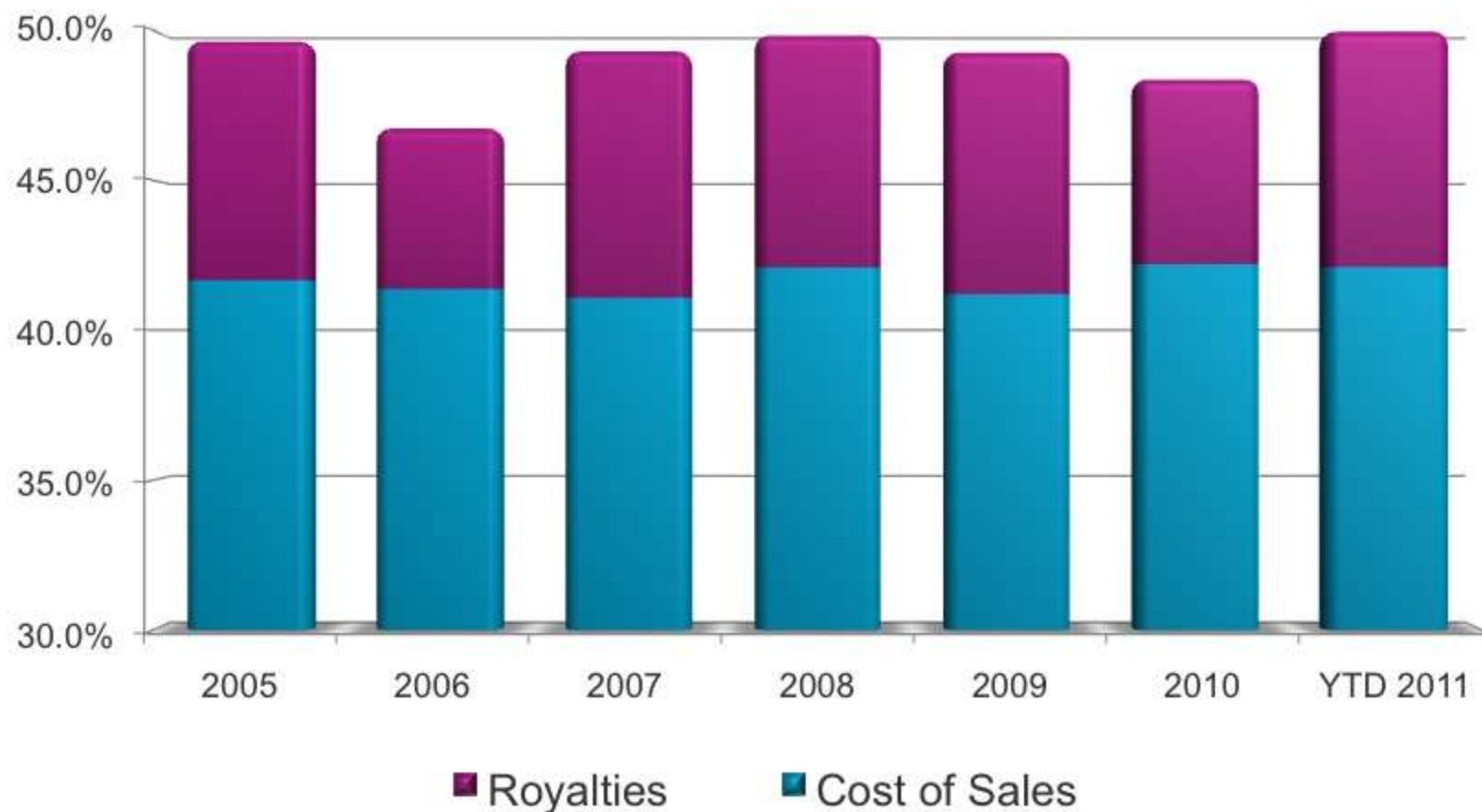
Labor	9.2%
Factory Overhead	6.7%
Freight/Import Costs	2.7%
Tooling	1.7%
Other	1.7%
Total	22.0%



Input Cost Trends

	2011 vs. 2010	2012 vs. 2011
▶ Board / Paper / Print		
▶ Resins		
▶ Labor		
▶ Currency		
▶ Freight		
Weighted Average	+12.5%	+11.5%

Cost of Sales & Royalties



5 Year Expense Trends

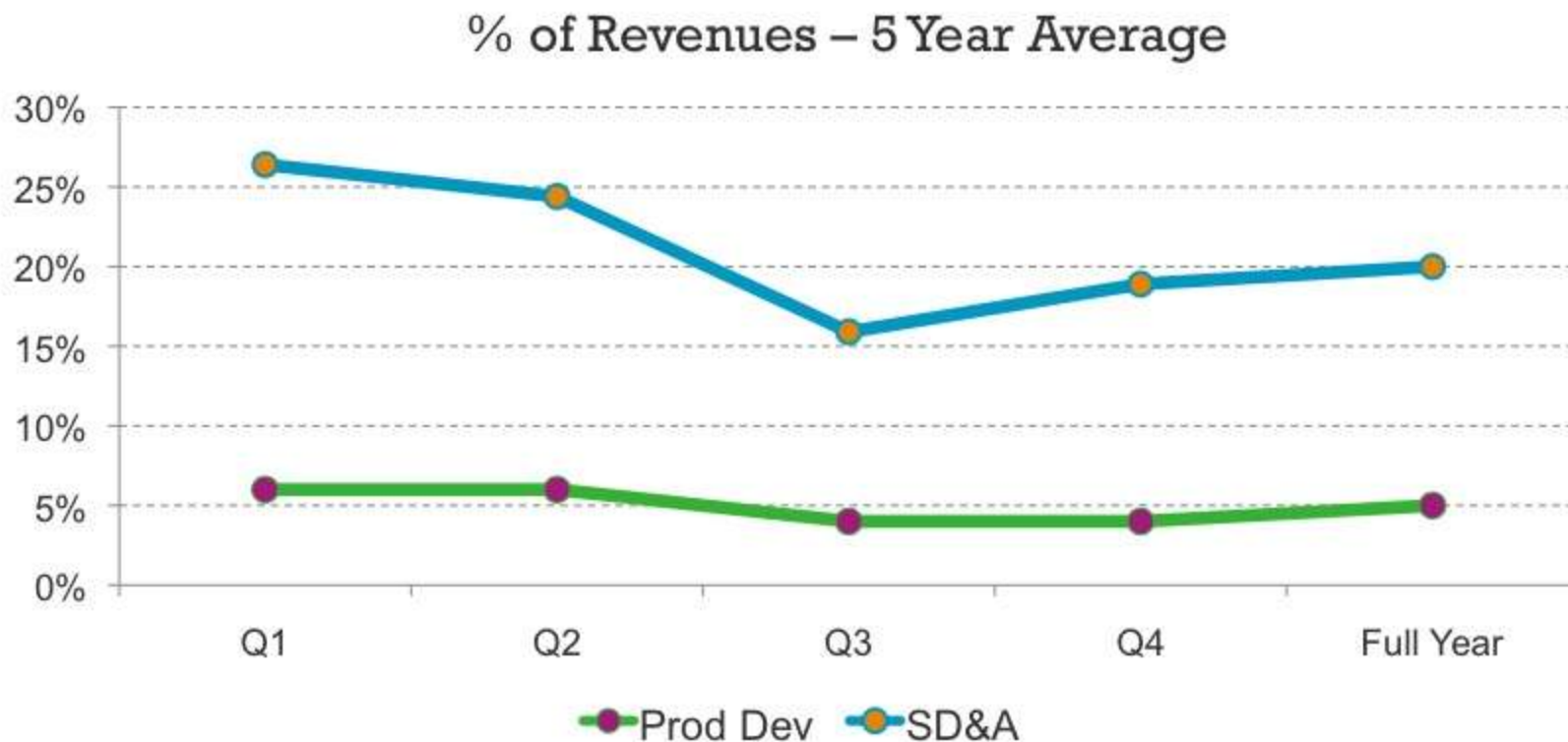
5 Year Average as a Percentage of Revenue 2006-2010		5 Year Range
Product Development	4.8%	4.4%-5.4%
Royalties	7.2%	5.4%-8.3%
Advertising	11.0%	10.1%-11.7%
Selling, Distribution & Administration	20.0%	19.5%-21.7%
Program Production Cost Amortization	0.55% *	\$22 M in 2010 \$30-\$40 M 2011 E

* Represents 2010 data only



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Product Development & SD&A 5-Year Average



Represent 2006-2010 data



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Closer Look at SD&A



- Full year 2011 SD&A expected to be ~\$100M greater than full year 2010
- 2011 expected SD&A as a percentage of sales < 20% (excluding impact from Gaming Center of Excellence)
- Gaming Center of Excellence: \$9M of expense in first 9 months in SD&A

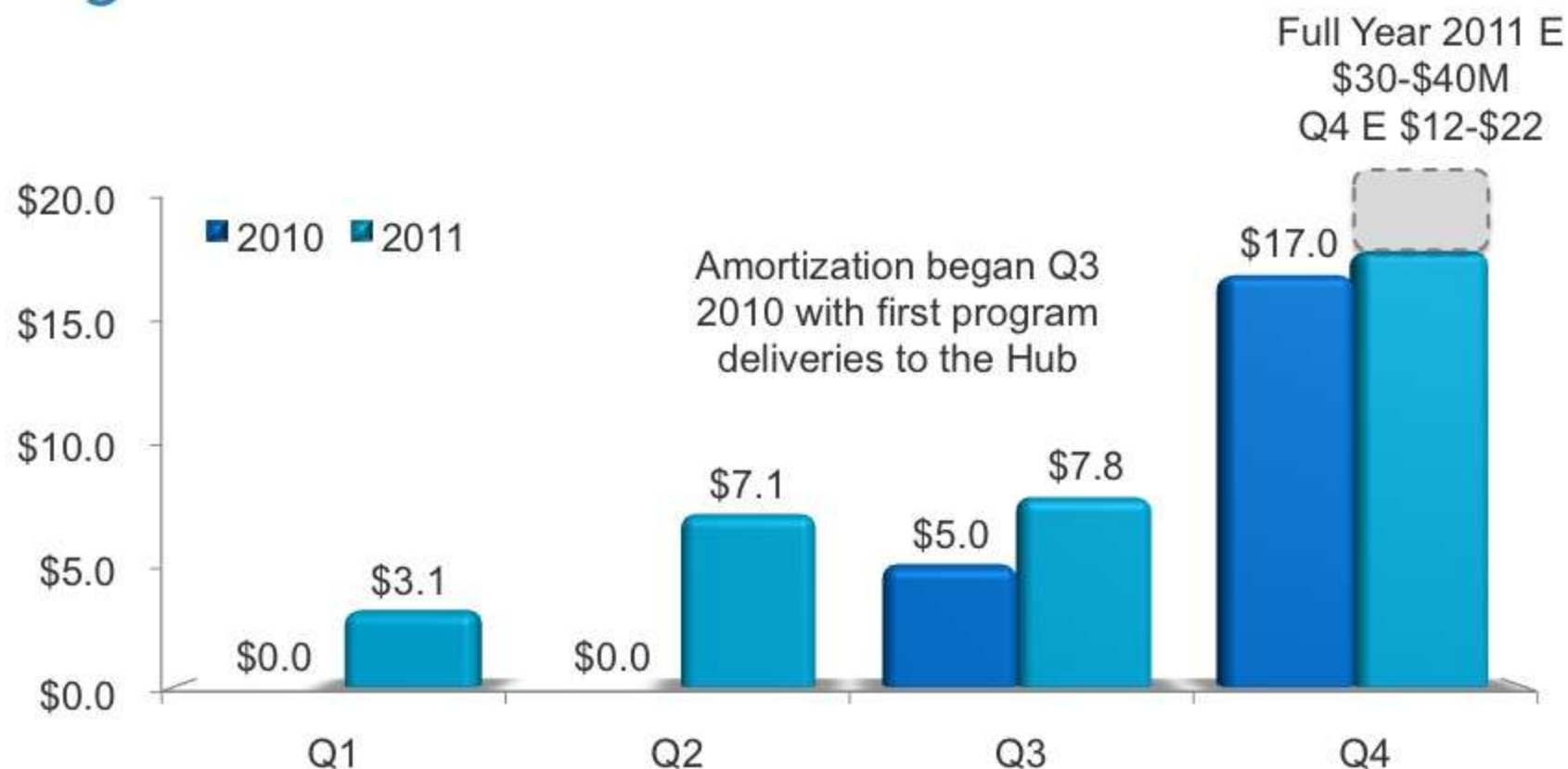


Expected Intangible Amortization

Expected Amortization By Year	
2010	50,405
2011E	45,000
2012E	48,000
2013E	49,000
2014E	54,000
2015E	52,000
2016E	36,000



Program Production Cost Amortization



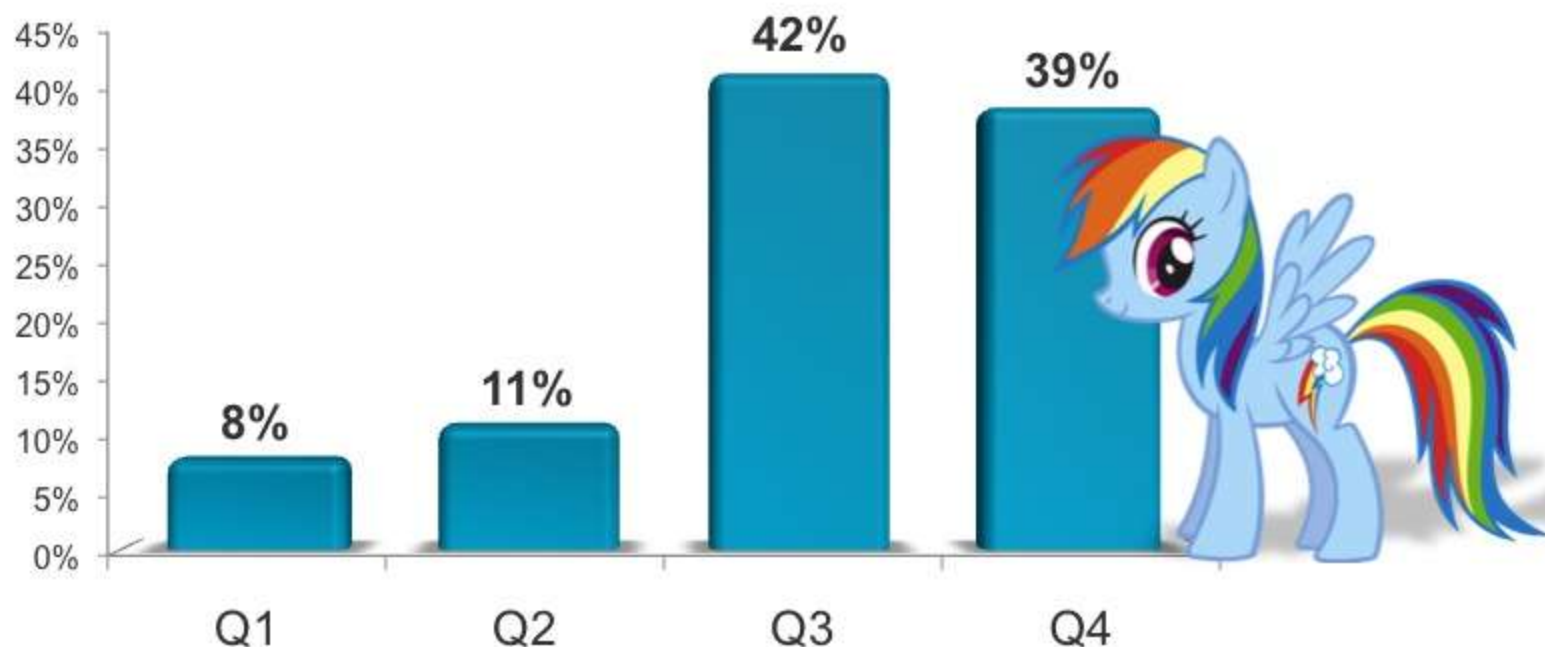
	2011 (est)	2012 (est)	2013 & Beyond (est)
Anticipated Program Production Cost Amortization	\$30-\$40 million	\$60-\$70 million	\$70-\$80 million



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Operating Profit Trends: Back Half Weighted

% of Full Year Operating Profit By Quarter
5 Year Historical Average



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Non-Operating Expense/Income

Non-Operating Factors	
Interest Expense	2011: \$88-90M E 2012: Anticipate continuing at similar rate
Interest Income	Impacted by available cash and interest rates Ranges from \$3M to \$30M of income over past 5 years
The Hub	Our 50% share of The Hub's earnings Building network overtime 
FX Gains/Losses	Some FX remains unhedged Objective is to minimize impact but difficult in volatile currency years
Other Investments	Small investments which we mark to market An anticipated expense in 2011
Bank Charges	Ranges from \$3M to \$4M over past 5 years

Tax Rate

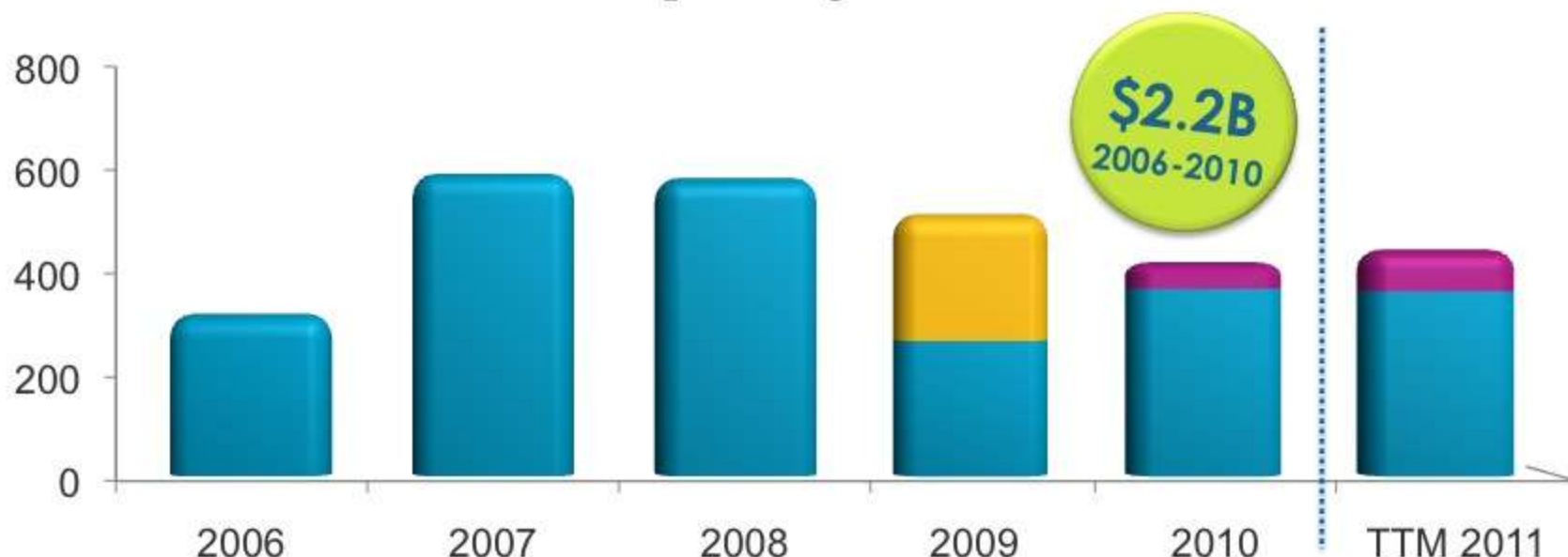
Change from 2009 is primarily due to the change in the mix of where the Company earned its profits



	Underlying Tax Rate
2012 Expected	25.0%-27.0%
2011 Expected	~25.0%
2010	25.4%
2009	29.0%
2008	32.8%
2007	30.5%
2006	27.6%

Strong Operating Cash Flow

Historical Operating Cash Flow

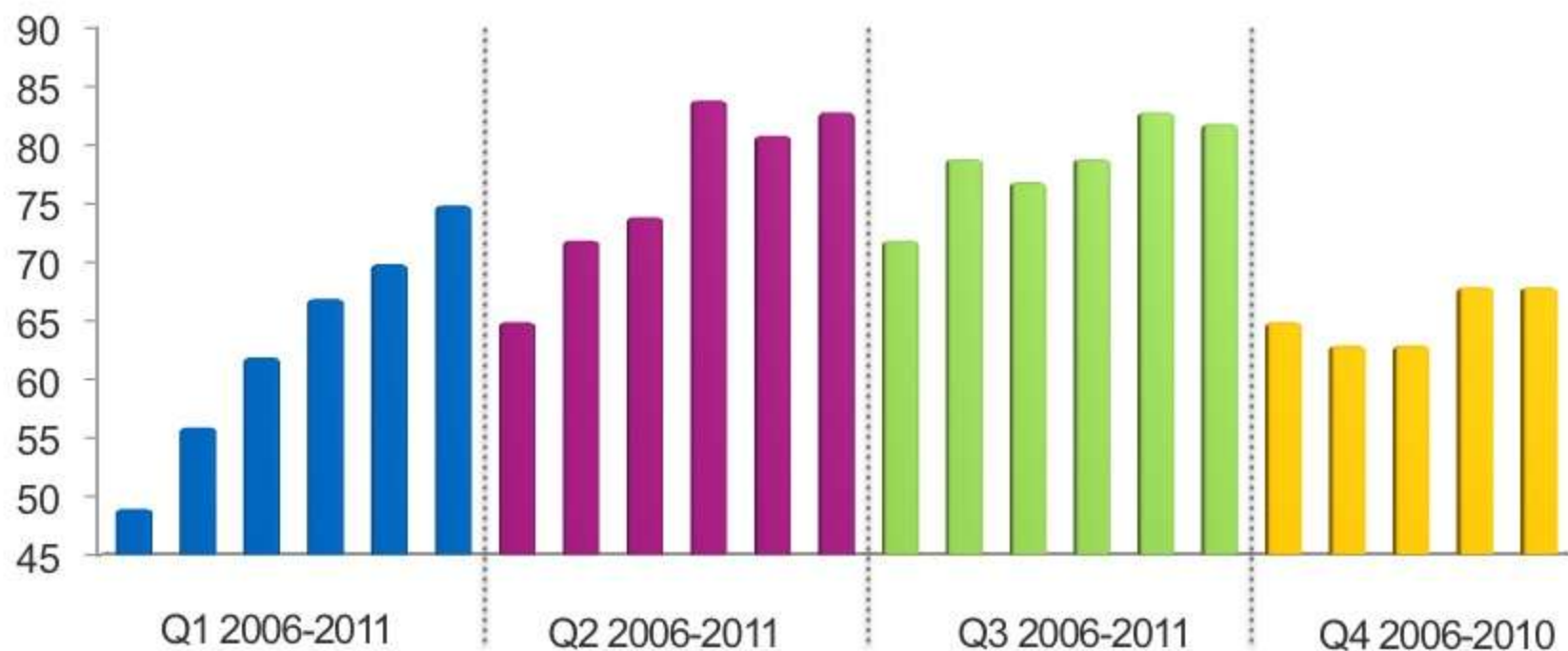


- 2009 ceased securitizing receivables
- 2010 and 2011 Impacted by Television Programming Investments
 - \$82 million on a trailing twelve month basis
- 2011 began to generate merchandise revenue & offset 70% of program production cost amortization with program sales



Days Sales Outstanding

Growth in DSOs due to greater percentage of our business conducted outside of the US



Sources of Capital

Long-Term Debt

Note	Interest Rate	Principal Amount
05/15/2014	6.125%	\$425M
09/15/2017	6.30%	\$350M
07/15/2028	6.60%	\$110M
03/15/2040	6.35%	\$500 M

Key Debt Ratio Targets

Debt to EBITDA

1.75 or less

EBITDA to Interest

~8.0X



January 2011: Established a \$500M commercial paper program allowing Hasbro to issue commercial paper as a source of short-term liquidity as needed.



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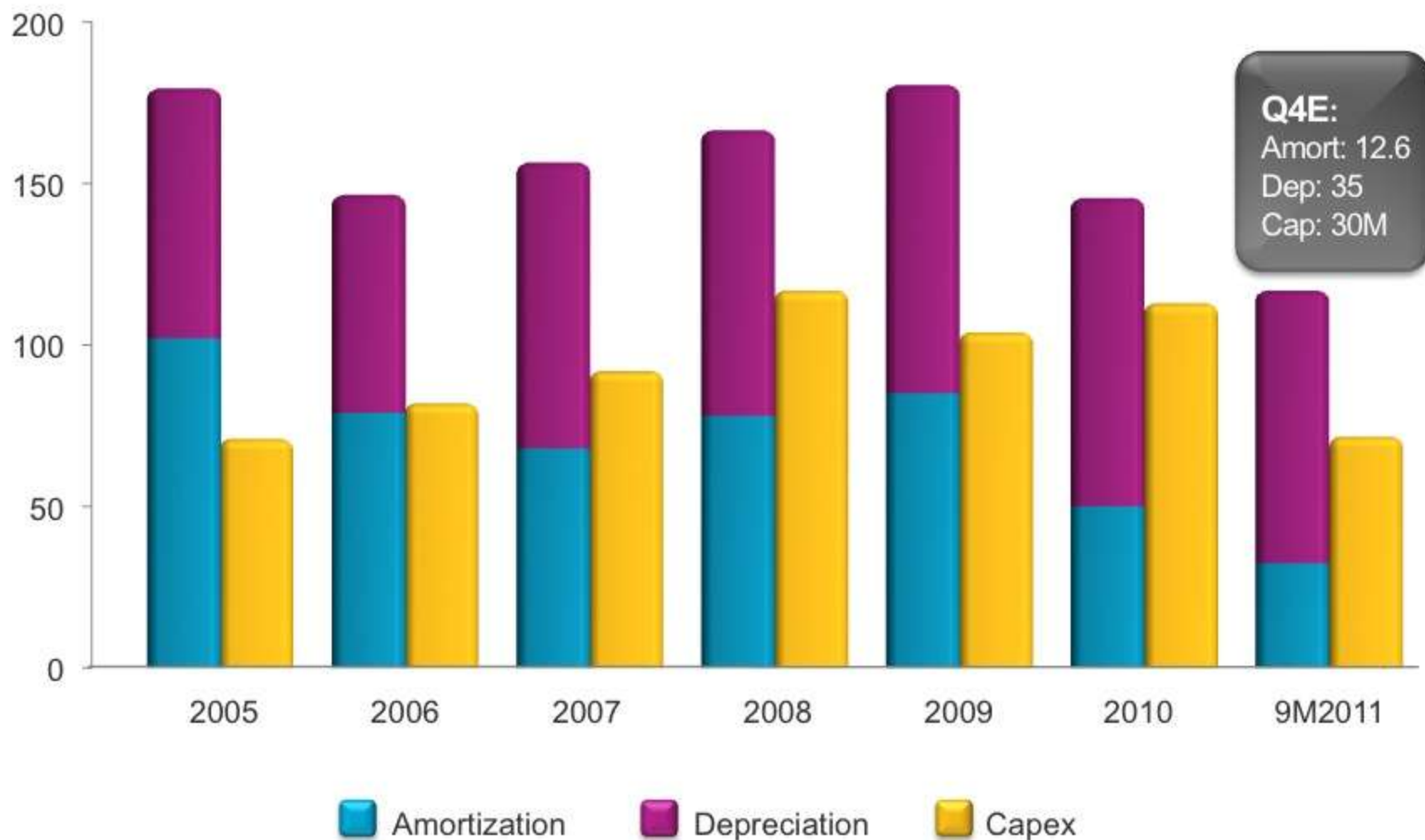
Returning Cash to Shareholders



- For the first three quarters 2011, the Company repurchased 9.4 million shares at a total cost of \$386.7M
- 05/19/11, Board of Directors authorized the repurchase of an additional \$500M of common stock.
- As of 09/25/11, \$263.5M remained available under current share repurchase authorization
- Since the inception of its buyback program in June 2005, the Company has repurchased 86.1million shares at a total cost of \$2.6B.



Historical D&A and Capital Spending



Medium Term Objectives



Revenue growth CAGR 5%
or better over time

Operating margin improvement
to better than 15%

Generate cash in the amount
of \$500 million on average



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Q & A...

Today's Mission

To clearly define Hasbro's
Branded Play Strategy and
show how it is creating
long-term shareholder value



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Hasbro's Brand Blueprint



Product Tours





Investor Day 2011

Pawtucket, RI • November 9